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The axeman cometh...

US drug enforcers await Gramm-Rudman cuts

Federal criminal justice officials are anxiously holding their breath as they await the fall of a fiscal axe known as the Gramm-Rudman-Hollings deficit-reduction act.

The act mandates across-the-board budget cuts of 4.3 percent in domestic programs — in addition to cuts proposed to Congress of up to 40 percent for certain criminal justice programs — in an effort to reduce the burgeoning Federal budget deficit to zero by fiscal year 1991. The likelihood of multimillion-dollar budget cuts

has prompted officials at operating agencies to plan activities with uncommon caution, and has prompted other criminal justice administrators, anticipating a drought of Federal grants over the next several years, to take a renewed interest in private sources of funding [see accompanying story].

Some legislators have already voiced the fear that despite President Reagan's declaration of war on drug smuggling and terrorism, the agencies involved in these ef-

forts — particularly the U.S. Customs Service — will be crippled and, in some cases, effectively wiped out by provisions of the Gramm-Rudman law.

In a letter to President Reagan, Sen. Dennis DeConcini (D.-Ariz.) wrote that while the Customs Service's air interdiction program is a front line of defense in the war against drugs, the budget cuts for fiscal 1986 would cut the air program's proposed \$75 million budget by \$31.7 million in addition to Gramm-Rudman cuts of nearly 5 percent, thus idling the P-3A radar-equipped planes used for interdicting drug smugglers.

"The numbers for fiscal year 1987 are equally disturbing," DeConcini wrote, "signifying a conscious decision by the Administration to further cripple the air drug program in the coming fiscal year."

"For fiscal year 1987," the Senator continued, "you will propose an air drug interdiction program deficit of only \$54.7 million, a reduction of \$20.3 million or 27 percent below the fiscal 1986 budget you approved only one month ago. Both the fiscal year 1986 cuts and the fiscal year 1987

budget will abolish a number of crucial air drug initiatives that were approved by Congress and the Administration."

Although the combined cuts account for 10 percent of the Customs Service's budget, nearly half of the impact will be absorbed by the air program.

According to Ted Mehl, a researcher with the House Government Operations subcommittee on government information, justice and agriculture, the initial 4.3 percent cut mandated by Gramm-Rudman would have little impact. However, he said, the plan being introduced to Congress as a result of Gramm-Rudman will make significant cuts that would cause portions of the country's southwestern border to be "completely naked to drug smugglers."

"The P-3A's would cease to operate," said Acting Customs Commissioner Alfred R. DeAngelus. The P-3A's search for drug-smuggling aircraft using the same look-down radar developed for the Air Force's AWACS planes.

"The OMB and the Treasury Department will be up here on

Feb. 3," said Mehl, "with a rescission as a result of Gramm-Rudman and they're doing this with the entire budget. That calls for that air program to be reduced to \$52.5 million. Under that circumstance, we're in trouble."

Ed Kittredge, a public affairs officer at Customs, was somewhat more optimistic, saying that he did not see any diminution of the agency's drug-fighting efforts. "We are giving up 600 job vacancies. There are jobs authorized by Congress in the 1986 budget but we are not going to be filling them," Kittredge said the agency hopes its drug-enforcement efforts will not be impaired.

The official word, Kittredge said, is that the Gramm-Rudman act will reduce the agency's budget by \$34 million.

The Gramm-Rudman law, sponsored in the Senate by Phil Gramm (R.-Tex.), Warren B. Rudman (R.-N.H.) and Ernest F. Hollings (D.-S.C.), mandates that the cuts for each agency be calculated by the Office of Management and Budget and the Congressional Budget Office. Those figures are

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DoJ grant agencies facing fiscal doom

Not since the dissolution of the Law Enforcement Assistance Administration in the late 70's have state and local criminal justice agencies faced as devastating a blow to Federal assistance programs as they now face from the Gramm-Rudman deficit-reduction law. And, some criminal justice observers speculate, the damage to grant-hungry agencies from the Gramm-Rudman act may prove to be incalculable.

Hubert Williams, president of the Police Foundation, said that any further cuts in Federal criminal justice assistance "not only puts law enforcement on the short end of the stick, it creates serious problems with our ability to perform the important function of preventing crime."

Although the National Institute of Justice and the Bureau of Justice Services have been left untouched by Gramm-Rudman, such Justice Department agencies as the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Bureau of Justice Assistance — and by extension, numerous organizations that rely on Federal funds — may be dealt crushing blows.

Elaine Scott, executive director of the National Organization of Black Law Enforcement Executives, said her organization is already feeling the pinch and has begun looking toward private funding. "We have begun to seriously look towards the private sector because we feel that in the future, there will be few Federal grants coming out if Gramm-Rudman is upheld by the court in its present state."

Both Scott and Williams maintain that Gramm-Rudman will have an immediate effect on criminal justice agencies as well as a trickle-down effect for policing in general. According to Scott, the

impact of the budget law on Federal outlays for criminal justice may ultimately lead to cuts in allocations for law enforcement officers.

"It will have a detrimental effect on not only private organizations but on the public agencies, national, state and local," said Scott. "We feel that it's going to have a very detrimental effect on the quality of service that will be provided for the citizens of this country."

Williams said that while he applauds the Reagan Administration's tough stand on defense issues, that holds true only on an international level. In America's cities, he said, where thousands of citizens are being seriously injured and preyed upon everyday, the support is being cut back and taken away. "Policing deserves the umbrella protection of the executive branch of Government more than anything else today," he said. "The public cry is for safety in the streets. An Administration that proclaims law and order and a tough enforcement posture can't have it both ways."

The Office of Management and Budget has reportedly recommended the rescission of \$7.6 million in unobligated funds for the Bureau of Justice Assistance for fiscal years 1985 and 1986. In addition, OMB is said to have proposed a ceiling of \$50 million in funding obligations under the Victims of Crime Act.

It is with fiscal year 1987, which begins Oct. 1, that the true weight of Gramm-Rudman is brought to bear on the Justice Department's funding agencies, with OMB expected to propose the complete elimination of programs and funds for both OJJDP and BJA. As matters currently stand, the National Institute of

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Disorganized crime-fighting:

Strategy needed for Mob assault

A sharply worded report by the President's Commission on Organized Crime has charged that law enforcement officials lack a comprehensive strategy for attacking organized crime's corruption of legitimate businesses and certain labor unions.

While the commission said it was pleased with the strides law enforcement has made in prosecuting organized crime figures through the use of electronic surveillance and the Racketeering Influenced and Corrupt Organization (RICO) statutes, it went on to note that greater efforts must be made to get at organized crime's power base and economic structure, which tend to thrive while crime leaders serve time in prison.

"We're talking here about their legitimate businesses that are very difficult to touch and we have to find new ways of doing this," said Arthur Brill, the commission's director of public affairs. "They have got those legitimate businesses often through corrupt means through corrupt unions and monopolistic type practices."

The report identified four

unions "with histories of control or influence by organized crime": the International Brotherhood of Teamsters, the International Longshoremen's Association, the Hotel and Restaurant Employees and Bartenders International Union and the Laborers International Union of North America.

The commission's report recommended that Congress expand the power of the National Labor Relations Board to take over the direction of unions controlled by organized crime.

Brill said a portion of the report, the "real guts of it," has not yet been released. "It will go into the unions," he said, "and we give an example of two of the businesses that are either controlled or operated by organized crime — the construction industry in New York and also the meat industry in New York."

There is a pressing need, Brill said, to do a more cohesive and coordinated job of ridding industry of organized crime. "It should be done industry-by-industry, using task forces," he said.

The report noted that the Justice Department, the Labor

Department, the National Labor Relations Board, the Internal Revenue Service and the Securities and Exchange Commission all enforce laws that could be employed to combat racketeering, but said the effort lacked a centralized direction.

"What we're saying is that there is a real need to have a strategy — control from the top," Brill said, "with the Attorney General acting on behalf of the President to use the full resources of the Federal Government." That aspect of organized crime fighting, he said, has been consistently neglected by law enforcement. "They have not had those successes in the past 30 years. It's been a fragmented type policy, an uncoordinated one and it's time we get more professional in those endeavors."

While corrupt union leaders have been prosecuted, Brill said, corrupt businessmen have not been adequately dealt with. Brill called the equation of labor, business and racketeering the "soft, white underbelly" of organized crime. "These people don't like to go to jail," he said. "They'll crumble like the weeds if we put pressure on them."

Around the Nation

Northeast

CONNECTICUT — The Connecticut Conference of Municipalities has announced plans to begin offering liability insurance this spring to communities through the Connecticut Interlocal Risk Management Agency.

DELAWARE — Roseann Holman, widow of Riley Holman Jr., has filed a \$5-million lawsuit against the City of Dover and three city police officers. Holman was shot 12 times after he threatened officers with a 1½-inch penknife.

NEW YORK — Three reputed members of the Genovese organized crime family have been charged in the shooting death of New York City Det. Anthony Venditti and the wounding of his partner, Det. Kathleen Burke, on Jan. 21 during a stakeout.

The Long Island Rail Road last month began assigning uniformed police officers to ride trains as part of an effort to crack down on "quality of life" offenses. A railroad spokesman said the action was a "preventative" measure, and was not taken in response to an increase in crime.

New York City Police Commissioner Benjamin Ward has directed his officers to watch their weight as part of the department's latest battle of the bulge. Ward said weight requirements would be enforced during rookie officers' probationary periods. As for his own bulk, Ward said, "I'm not really overweight; I'm just too short."

PENNSYLVANIA — State Rep. Alphonso Deal, a former Philadelphia police officer, has been named chairman of a special House committee that will investigate charges of misconduct in the state police. Allegations include favoritism in internal disciplinary procedures and crimes committed by members of the force.

Southeast

ALABAMA — The Jefferson County Commission plans to spend \$3 million for a juvenile detention center. The site remains to be determined.

FLORIDA — A study by two sociologists at the University of Florida has found that few senior citizens are frightened by crime. Ron Akers and Anthony LaGreca surveyed 1,087 elderly people and found that only four percent of those in retirement communities and 9.4 percent of those in conventional communities reported a high fear of crime. More than half were said to have no fear of crime at all.

GEORGIA — Albany Police Chief Norman Denney last month disbanded the department's motorcycle unit and reassigned its six members to squad cars in an effort to reduce injuries and enhance traffic enforcement.

NORTH CAROLINA — Police have launched a crackdown on an estimated 800 drug dealers in the state. Some 2,000 felony charges have arisen from a roundup stemming from three months of undercover work.

TENNESSEE — Following a 13-month undercover operation by Federal, state and local agencies, 202 persons have been indicted on auto theft-related charges. The state Department of Safety said 346 vehicles were recovered, with a value of \$4.5 million.

VIRGINIA — Corrections chief Allyn R. Sieff, a 54-year-old lawyer who is credited with bringing sweeping changes to state's prison system, has resigned to head a juvenile court program in Cuyahoga County, Ohio.

Henrico County Police Officer Susan W. Austin last month became the county's first female police sergeant. She has been assigned as a supervisor in the communications section.

Midwest

ILLINOIS — The Chicago Police Department reportedly reached its 1986 manpower goal of 12,000 officers with the start of a new 81-member recruit class on December 18.

U.S. District Judge Susan Oetzel last month found the Chicago Police Department's now-defunct "Red Squad" guilty of unconstitutionally spying on two local political action groups. The ruling ended 11 years of litigation involving illegal surveillance by the Red Squad.

MICHIGAN — Firefighters in Grosse Pointe Park have asked for a court order to stall the merger of the city's police and fire departments. The City Council approved the consolidation as a cost-cutting measure.

OHIO — Trustees of Colerain Township have decided to dissolve the township's 33-member police force to save money. The township faces a \$313,000 budget shortfall, and voters have previously rejected five tax-levy proposals to fund the police department.

The only police cruiser in Mechanicsburg is out of action after having been set on fire, allegedly by a 17-year-old boy. The town may replace the cruiser with a rented car. As a result of budget cuts, no officers had been on duty when the car was torched.

Four Wyandot County sheriff's deputies and three jailers were laid off on Jan. 17 because of cuts in the department's 1986 operating budget. The county jail will remain open, with deputies replacing the laid-off jailers, according to Sheriff Mark Kaubie.

Plains States

KANSAS — A New York foundation has awarded the state's Cor-

rections Department a \$175,000 grant to evaluate a program created by the Legislature in 1978. The program pays counties to develop alternatives to prison for nonviolent offenders.

A judge has ordered Shawnee County to pay back 39 current and former sheriff's deputies for lunch hours they say they worked over the past five years.

MISSOURI — David Tate, a reputed member of the neo-Nazi group The Order, was sentenced to life imprisonment last month in the April 1985 slaying of a state trooper.

NEBRASKA — Omaha Mayor Mike Boyle plans to ask the City Council to approve a \$1-million DWI enforcement program. Federal funding for the enforcement effort ran out in December.

Five detectives have been added to the Omaha Police Department's burglary investigation squad. Officials cited a 17 percent increase in burglaries last year, and an 8 percent drop in case clearances.

NORTH DAKOTA — Major crime increased by 16 percent in Bismarck in 1985, city officials report. Robberies, burglaries and thefts all increased, while violent crimes were said to have declined.

SOUTH DAKOTA — The Brown County (Aberdeen) Sheriff's Department began a 24-hour schedule last month, replacing the old 7 P.M. to 3 A.M. hours. Improved law enforcement was said to be the goal.

Southwest

TEXAS — The Houston Police Department got two new deputy chiefs on Jan. 17, with the promotions of Capt. Paul Michna of the Field Training and Administration Division and Capt. Kenneth L. McBurnett of the Jail Division.

A three-judge panel of the U.S. Court of Appeals for the Fifth Circuit has upheld the City of Dallas in its requirement that applicants to the police department have at least 45 semester hours of college credit with a minimum C average. The appellate ruling held that

because policing is a profession that carries a high degree of risk and responsibility, the educational requirement "bears a manifest relationship to the position of police officer." The city and its police department had been charged with discriminating against blacks and women.

Far West

CALIFORNIA — A survey conducted by two psychologists at the Claremont Colleges has targeted beer drinkers as the number-one drunken-driving problem. More than half of the beer drinkers surveyed said they had recently driven while intoxicated, and 28 percent were said to be generally drunk enough to exceed blood-alcohol limits in most states.

Police in Fresno have found that the semiautomatic pistols they began using in 1974 are developing cracks in their aluminum-alloy frames and will have to be replaced. Police Chief Max Downs said the weapons "are now a safety hazard for the officers."

IDAHO — Fiscal woes have forced the city of Ammon to disband the two-man police force formed last October.

Ronald Sterley, ex-police chief of Potlatch, has been sentenced to two years following a cocaine-distribution conviction. Sterley plans an appeal.

OREGON — Before retiring in on December 31, State Police Superintendent John C. Williams ended the unwritten, long-standing practice of waiving citations for troopers stopped for drunken driving.

The state's Board of Pharmacy has banned the psychedelic drug known as Ecstasy. The amphetamine derivative was declared a controlled substance by the U.S. Drug Enforcement Administration last July.

Circuit Judge Ronald Poole has ruled that the state's death penalty law is unconstitutional as applied to prison escapees who commit murder.

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Sheriffs in liability pinch

In a replay of a scenario that has already taken place in numerous jurisdictions around the country, a lack of liability insurance has forced traffic and patrol services in several Wisconsin counties to a halt.

Mark Hazelbaker, the legal counsel for the Wisconsin County Association, said that on Dec. 30 the Colonial Penn Insurance Company informed the association through an insurance agent in Madison who handles the counties' policies that automobile and umbrella liability insurance would be discontinued. The news came as a surprise, said the association's executive director, Mark Rogacki, because the agency said it was "99.9 percent certain" that coverage would be renewed.

"These counties were left without any liability insurance," Hazelbaker said. "Some of them responded by pulling their squad-

cars off the road and avoiding anything but emergency calls. Some didn't change their operating procedures at all."

Hazelbaker added that many counties began scrambling for insurance. "They found that more and more insurance companies are shying away from governmental liability insurance entirely because the risks are unquantifiable. Insurance being a business of spreading risks, you have to know the risks being spread in order to effectively operate," he said.

H. Jerome Miron of the National Sheriffs' Association observed that "the liability insurance market and the liability insurers have undergone significant stress in the past five years, which has resulted in a drop in the market and a decline in the number of insurers from about 35 to 2."

There are several reasons for

this phenomenon, Miron said. The increase in liability awards by juries and the strength of the dollar abroad have contributed to the decline, along with a drop in the interest rates and the significant number of new regulations and laws. "All of this came to a major impact in the past 18 months with the unwillingness of the existing insurers to insure agencies like sheriff's departments,"

Rogacki said the Wisconsin County Association has been "flooded with calls" from county officials seeking advice. "This is a crisis," he said.

Hazelbaker said that the coverage that has been obtained by some counties "is inferior to coverage it is replacing. Instead of occurrence policies we're getting claims-made policies."

An occurrence policy is one in which an insurance company agrees to pay for any liability that occurs during the term of the policy, even after that policy has been terminated. On the other hand, Hazelbaker said, "If you insure yourself under a claims-made policy in 1988 and you're not sued till 1987, then the insurer has no obligation to pay you, whereas if you have an occurrence policy and the suit isn't settled till the year 2000, then the insurer is still obliged to pay for that."

Hazelbaker also noted that, to his knowledge, civil rights liability policies for law enforcement are not being written anymore. "For law enforcement people, that's like saying you can't use your right hand," he said. "It's probably the most predominant area of liability exposure in law enforcement."

The county association is looking into providing what is known as "captive" insurance company, one which the association itself creates, according to Hazelbaker.

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LAPD eyes better bang, tests semi-automatics

In an effort to jump the gun on criminals using high powered ammunition and weapons, the Los Angeles Police Department is considering arming its officers with semi-automatic weapons.

The department is currently field-testing several pistols, including the Italian-made Beretta and several models manufactured by Smith & Wesson of Springfield, Mass. According to a police department spokesman, after the tests are completed by the department's firearms unit the date will be submitted to Chief Daryl F. Gates for his consideration. If the city's Police Commission approves Gates's decision, the spokesman said, the weapons will be purchased.

"The genesis of the idea is that we're becoming more and more outgunned every day," said Cmdr. William Booth, who added that Gates believed the time had come for an analysis of acceptable weaponry for police use. "Especially for a handgun that is safe and no more dangerous than the one we now carry," he said.

The department is considering a 9-millimeter weapon, firing bullets that are .36 of an inch in diameter. Currently, the force uses a .38-caliber Smith & Wesson revolver with slightly larger bullets and a comparable muzzle velocity. The principal difference between the revolver and the semi-automatic, however, is in the number of rounds it carries. While a revolver can hold six shots, a Beretta can fire sixteen before needing to be reloaded. The Smith & Wesson semi-automatics can hold up to 16 rounds, depending on the model.

Booth said that having a semi-automatic weapon would enable officers to reload more quickly and with greater ease, especially at night.

A semi-automatic is loaded by inserting a clip of bullets into the

handle. Each time the trigger is squeezed, a bullet is fired and the weapon's internal mechanism forces another bullet into the chamber ready for firing. Officers can carry several preloaded clips.

The revolver, however, is still the weapon of choice for most law enforcement agencies. Its simple design, experts believe, reduces the chances of misfiring.

Gates's predecessor as police chief, State Sen. Edward M. Davis, maintained that "the revolver is a hell of a lot safer. If they go to automatics, they'll pay the price of accidental discharges."

"Back in my years as chief, this kind of thing wasn't necessary," Davis said. "I'm not sure it's necessary now."

Michael Zinzun, the chairman of the Los Angeles Coalition Against Police Abuses, also opposed the semi-automatic weapons, noting that "more bullets mean there'll be just be more bullets flying."

While a number of police departments in the Los Angeles area have equipped their officers with semi-automatics, others that have tested the weapons have stuck with revolvers. In Pomona, officers have carried 8-shot, .45-caliber weapons since the early 1970's and have never had an accidental discharge.

According to Lieut. Bill Reagan, shooting range master for the Los Angeles County Sheriff's Department, his department tested semi-automatics about four years ago but concluded that they would require too much maintenance and would cost too much to buy and to train officers in their use.

Even with discounts for buying in bulk, a Beretta would cost an additional \$88 per weapon. The suggested retail price for a Beretta is \$800 — \$270 more than the Smith & Wesson revolver currently issued to LAPD officers.

Solution may be near in Green River Killer probe

After two years of intensive investigative efforts, the task force tracking Seattle's so-called Green River Killer may soon be able to announce a successful conclusion to a case that has involved the deaths of 34 women, and perhaps 11 others on top of that.

Capt. Frank Adamson of the King County Sheriff's Department, commander of the task force formed in January 1984 to solve the killings, said he is "fairly optimistic" that an arrest will be made sometime this year. He substantiated this optimistic

forecast by noting the addition last month of 10 Federal Bureau of Investigation agents to his 42-member, multi-agency task force. In addition, the task force received a \$200,000 computer to sift through huge volumes of information.



Prior to the creation of the task force, local government agencies spent \$7.5 million on the investigation. Investigators believe the killer

to be white, of above average intelligence and a heavy drinker or smoker who likes to drive, craves publicity and likes the outdoors.

Last month, three more sets of human remains were found near a cemetery in Auburn, Wash. Another set of bones was found a few yards away a year ago. Local officials say that makes a total of 34 victims attributed to the Green River Killer.

The first five bodies were discovered in July 1982 floating in the Green River, a few miles south of Seattle. A few of the victims had police records as prostitutes. Police say the prostitutes worked the stretch of highway called the Sea-Tac Strip, which borders Seattle-Tacoma Airport.

The FBI joined the case in January when the remains of Denise Bush, 23, and Shirley Sharrill, 18, were found in Tigard, Ore., raising the possibility that a Federal crime was involved. Both women had been missing since October 1982.

Of the 34 victims, 17 had records of arrest for prostitution, prompting criticism from women's groups that police and the public lack interest in crimes against prostitutes.

"We're delighted that the FBI has been called in," said Louise Chernin of the Seattle chapter of the National Organization of Women (NOW).

Chernin asserted that if it had not been prostitutes or minority women being murdered, the situation would have been dealt with much sooner.

According to Linda Blake of Washington Victim/Witness Services, many area residents initially blamed the victims. "What people need to remember," she cautioned, "is that the killer may quit killing just street people and may try to find his victims somewhere else."

Out with the old, out with the new:

NYC puts off new sergeants' test

The New York City Police Department's sergeants' exam scheduled for last month has been postponed indefinitely in hopes of avoiding a legal challenge concerning the test's job-relatedness and discriminatory impact.

The postponement makes it nearly impossible to determine when the department will be able to fill its 334 vacant sergeants' positions. That number is said to be growing at a rate of 30 a month.

According to police officials, the department may have to continue applying racial quotas to the list of officers who took the last test in 1983. That would mean promoting more officers who failed the exam.

Two hundred black and Hispanic officers who failed that test were promoted anyway as a result of a court settlement.

The quota was imposed when black and Hispanic organizations

challenged the test, claiming that the test had a discriminatory impact on minority-group candidates and was not appropriately job-related.

The city decided that the test would not stand up under the court challenge and agreed to promoting sergeants based on a racial quota.

According to Judith Levitt, the city attorney who recommended the out-of-court settlement, the postponement of last month's test will give the city time to prepare a test that will stand up to a court challenge, and "to develop the best test we can."

The U.S. Attorney for the Southern District of New York, Rudolph Giuliani, said he would have his office review the test, as well as having an outside consultant of his choice analyze the exam.

Giuliani's office was party to a

lawsuit brought against the city over the 1978 sergeants' exam. As in the 1983 test, the exam was charged with being insufficiently job-related and having a discriminatory impact. A quota was imposed in that case as well.

Levitt blames the problems associated with the old exam on the outside consultants who developed it, saying the city relied too heavily on "so-called experts." The city's Personnel Department developed the new test.

Mayor Edward I. Koch said he objects to the use of quotas except in cases where public safety may be in jeopardy if the vacancies are not filled. He noted, however, that he would approve the continued use of a quota to fill positions if Police Commissioner Benjamin Ward deems it necessary.

People and Places

Go West, young lady

Equipped with street experience, a law degree and a teaching background, Margaret OeStefano, an ex-cop from New York's Catskill Mountain region, is putting it all together as the first civilian woman to lead a police academy in California.

After literally sweating out a job interview on a 105-degree June day in Bakersfield, Calif., OeStefano was appointed head of the Kern County Regional Criminal Justice Training Center at Bakersfield College, the police academy for all Kern County law enforcers.

DeStefano, 36, served for seven years as a police officer in Ellenville, N.Y., obtained a law degree in two years rather than the customary three and has experience teaching criminal justice.

"Probably the easiest thing in the world for that [search] committee to do would have been to say, 'We don't think this woman from New York would fit in,'" DeStefano told the Los Angeles Times recently. "It would have been easy enough for them not to do it."

Instead, the committee of law enforcement training executives and academicians was impressed with her credentials and gave OeStefano the job of pulling the academy program out of a rut. Officers had been taking classes elsewhere because of the academy's limited offerings.

Within two weeks of her arrival last August, DeStefano had organized a teaching seminar for all instructors. The officers' reactions "were excellent," she said.

The first academy class under DeStefano's administration graduated in November and a second 16-week course is now under way.

"We had to do some real singing and dancing to set up two overlapping academies," OeStefano said. "If we didn't jump in and put it on the drawing board, they would have gone somewhere else."

DeStefano got the jump on the state by adding a new course section on domestic violence before a Jan. 1 requirement. According to DeStefano, police are required to think about domestic violence and think about domestic violence situations in different ways.

"Typically, police officers have arrived at these types of in-

cidents with their fair share of sociological baggage," she said. "The law is very clear now that domestic violence is not only a police problem, but it's going to be treated as a criminal matter."

With just six months on the job under her belt, DeStefano is already aiming high, with hopes of seeing the facility eventually become the regional training center for the county's 15 departments.

Split focus

At 5-foot-2 inches tall, Baltimore County, Md., Police Officer Dehlie Sider packs more punch than many officers twice her size.

A devout body builder, the 26-year-old Sider was the 1985 runner-up in the middleweight division of the national women's body building championships in Detroit.

While Sider is currently working out in hopes of winning a national body building championship, she harbors the dual ambition of becoming the county's first woman SWAT team member.

Although Sider will be a probationary officer for the next two years, she is confident that she will make the SWAT team when she becomes eligible. She proved her physical capabilities recently when she and two male officers retrained a man, apparently under the influence of alcohol or drugs, who had attacked them.

"He was really offended because I was talking him what to do," Sider said. "There I was, a woman, and little et that."

Her squad leader, Sgt. Robert J. Smith, said that although Sider is small in stature, "she's powerful, and from all I've received she handles herself in a competent manner. I've seen her handle herself in a few situations, including dispersing crowds, and she can do it."

Smith sees no reason why Sider should not be on the SWAT team. "Physically, she's in better shape than many men. She could handle it."

According to Police Chief Neil Behan, as long as a woman officer meets all of the strict physical and marksmanship standards, there is no reason why she could not join the Tactical Division, which includes the SWAT team.

It was Sider's current husband who interested her in serious body building. A body builder



Mario's main man

It was an occasion for smiles on December 12 as former Rotterdam, N.Y., police chief Joseph S. Dominelli (c.) was presented with the Governor's Law Enforcement Executive of the Year Award by Gov. Mario M. Cuomo (r.) and the state's criminal justice director, Lawrence T. Kurlander. Dominelli, who is currently executive director of the New York State Association of Chiefs of Police, was honored for continued service and outstanding contributions to criminal justice.

himself, they met at the gym where Officer Sider was trying to lose the 45 pounds she gained during pregnancy.

Sider can bench press 180 pounds and squat-lift 375 pounds on her shoulders. "Some women go overboard," she said, "and lose their feminine shape. That's not me. I don't want to look like a guy."

The hand is quicker. . .

Chuck Norris move over — Lieut. Charles O. Neal of the Portsmouth, Va., Police Department has just been featured in "Mestere, Founders, & Leaders of American Martial Arts."

Neal, the assistant commander of the Portsmouth PD's crime prevention bureau, holds a third-degree black belt in judo from the U.S. Judo Association, a sixth-degree in jujitsu from the American Buehido Martial Arts Federation and a third-degree belt from the Sei Shin-Kai Karate Union.

A member of the Portsmouth police force since 1950, Neal began his martial arts training in 1944 and is now the highest ranking martial artist employed as a police instructor in the state of Virginia.

Radio waves

Comments made on a radio program in December have prompted two veteran Connecticut state troopers to call for the resignation of Jerry Herskovitz, president of the state police union.

On Dec. 17, with his remarks prefaced with "You might call me a chauvinist pig," Herskovitz stated during a WTIC-AM radio program that the "smaller you get, the more challenged you get; the more you've got to fight."

Herskovitz's comments prompted letters from Sgt. Irene Welch and Detective Edward Prokop. In a letter dated Jan. 1, Welch took issue with Herskovitz's questioning the effectiveness of women and small men who must work alone as troopers.

Prokop, a member of the department's criminal intelligence division, charged in a letter circulated the following week that Herskovitz's "loyalty and motivations are questionable."

Prokop alluded to a feud last year between the state police and former Chief State's Attorney Austin J. McGuigan, in which Herskovitz sided with McGuigan and reproved state police commander Lester J. Forst.

Herskovitz was suspended without pay for two months by Forst for wearing his uniform to a rally at the State Capitol in May. Forst had ordered troopers participating in the rally not to wear uniforms.

Following Herskovitz's recent radio appearance, Sgt. Welch, a 16-year veteran of the force, called on the union president to step down. "As president of the state police union, I don't feel it's appropriate for him to be making personal comments on what he thinks are the abilities of women and smaller persons," she said.

Herskovitz responded by charging that Welch was only trying to help herself by circulating the letter. He added that Welch has never done anything for other members of the union except in furtherance of her own career.

"Irene took everything out of

context," said Herskovitz. "I just said that the larger the trooper, the less of a problem they normally have because a certain amount of size demands respect. The smaller you are, the more chance someone's going to challenge you."

Herskovitz said he has no intentions of resigning, and added that he plans to seek reelection as union president in June.

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What They Are Saying

"Policing deserves the umbrella protection of the executive branch of Government more than anything else today."

Police Foundation president Hubert Williams, on the impact of budget cuts under the Gramm-Rudman deficit-reduction act. (1:1)

Ultra-potent cocaine makes its presence felt

There's a new form of cocaine making its way onto the streets, and law enforcement agencies are said to be concerned that the drug, which produces an intense, short-lived, nearly instantaneous high, will be the wave of the future.

"There's always something new developing, new substances, new ways of using substances," said retired police officer William Hopkins, director of the street-research unit of the New York State Division of Substance Abuse Services. "Some of the things you hear about die down, but this, I have every reason to believe, is building."

The substance, known as Crack, is cocaine already processed into its purified form, which enables users to smoke or free-base the drug.

Free-basing, one of three ways to ingest cocaine, is usually done by combining cocaine with baking soda or ether and evaporating the substance over a flame. The drug can then be smoked in a pipe.

Law enforcement officials and drug-rehabilitation experts are concerned about the drug's tendency to accelerate the abuse of the drug, particularly among teenagers and on college campuses.

Inhaling or free-basing cocaine are the most popular methods of

taking the drug. Dealers of Crack have found an easy market among people reluctant to use cocaine intravenously for fear of AIDS.

With the use of the drug increasing since it appeared last year, Federal drug officials have begun raiding factories where the cocaine powder is processed into crystals, called "rocks," and put into transparent vials resembling vitamin capsules.

The New York City Police Department has shut down some of the Crack houses where the drug is made and where abusers gather for free-basing binges.

"I talked to one of the women there," said Lieut. John Creegan, "and it was almost like her mind was burned out. She told me all she does is do Crack all day."

Two Crack houses were shut down recently in the Tremont section of the Bronx.

Early last November, agents of the U.S. Drug Enforcement Administration raided the Harlem apartment of a cocaine dealer where 2.2 pounds of Crack a day was said to be produced, bringing in a net daily profit of \$500,000.

Agents also seized half a pound of cocaine powder, vials of Crack, six weapons, four two-way radios, scales and processing equipment, bulletproof vests and business cards with the slogans, "Crack It

Up," and "Buy One, Get One Free."

While law enforcement attention is being focused on the manufacture and sale of Crack, more and more abusers are turning up at rehabilitation centers. There are an estimated five million regular cocaine users in the country, with perhaps a million of them in the New York metropolitan region, experts say.

"Unlike normal cocaine, people who free-base can't stop," said Hopkins. "They free-base until all their money is used up. The way Crack is spreading is almost verification of that. It pays as a distributor to free-base it,

because it makes you sell your brand quicker than somebody else."

Of the three methods of using cocaine, free-basing offers the most immediate high, with users feeling the effects of the drug within 10 seconds. The high only lasts for five minutes, however, leading to a costly, debilitating addiction, experts say.

Crack is less expensive to buy than the powder and equipment necessary to free-base. Costs range from \$2 to \$50, depending on the number of rocks in a vial, as opposed to \$75 or \$100 for a gram of untreated powder.

Use of Crack could reach

epidemic proportions, according to Dr. Arnold Washton, director of addiction research and treatment at Regent Hospital in Manhattan. Washton, who is research director for the cocaine hotline there, said that demographic data on the use of Crack shows that the average user is 17 years old.

Washton first heard of the drug from two 17-year-olds at the Stony Lodge psychiatric hospital. Both teenagers had reported using cocaine before, but not on a compulsive basis until they tried Crack. Their use of the substance quickly quadrupled

Continued on Page 12

New research says pursuits may be unsafe at any speed

The police car chase — the time-honored method of apprehending fleeing suspects that has served as fodder for innumerable film and television action sequences — has been given a long, hard look by a Michigan State University professor and found not to be a very effective way of stopping criminals. On the contrary, noted Dr. Erik Beckman, it can lead to the injury of innocent motorists caught up in the chase.

Beckman, an associate professor of criminal justice, studied various factors in 424 pursuits involving 75 enforcement agencies in nine states and two territories. He said the research stemmed from the realization that numerous studies had been done on the police use of deadly force but that nothing had been done on police pursuits.

"It is probably correct that there are more injuries and deaths caused by police pursuits than by the use of deadly force," he said. By now, Beckman said, most police agencies have a policy for the use of deadly force but many

do not have one for pursuits. "It was my purpose to find out what can be known about pursuits and, based upon what we find out, what policy should exist."

Beckman is a former Orange County, Calif., police officer who has had practical experience with police pursuits. He maintains that it is a popular belief among officers that if a suspect who is committing a traffic violation flees, he must be doing so for reasons such as escaping from a felony charge. "Therefore, the pursuit has to be carried out at almost any cost," Beckman said.

His research shows that that belief is often unfounded. "The majority of pursuits were initiated as a result of a vehicle-code violation of some type," Beckman said. The outcome is usually that a vehicle-code violation turns out to be simply that and nothing more.

"The old police belief that the fleeing traffic violator must be wanted for some major felony proved not to be true," he said.

The study also found that

suspects are most vulnerable to injury and death in chases, with other motorists second and police third. "What disturbs me about that," Beckman said, "is the risk to the innocent motorist."

Beckman said he was surprised to learn that the use of roadblocks and ramming a fleeing car, which have traditionally been considered hazardous, actually increased the capture rate while decreasing the overall injury rate and only slightly increasing the suspect injury rate.

The study showed a capture rate of 96 percent when police used forcible intervention of any kind, such as ramming, boxing in and roadblocks as opposed to a 77 percent capture rate when a suspect is pursued.

From the data he collected, Beckman also discovered that a majority of suspects were apprehended regardless of such factors as distance, time of the pursuit, type of roadway, locale, environmental conditions and police and suspect speed.

US grant agencies await doom via Gramm-Rudman

Continued from Page 1

Justice and the Bureau of Justice Statistics are likely to escape the chopping block.

John Lawton, acting director of NIJ's office of congressional and public affairs, said it came as a surprise that his agency and BJS were not dealt the same blows as other grant-assistance agencies. "All they're doing is taking a 4.3 percent sequestering and that's all they're doing," he remarked.

Lawton said the reason OJJDP

and BJA are getting hit so hard is because only 20 percent of their funds go out during the first funding year. OJJDP gives out three-year grants, Lawton said, so another 80 percent is going to "hit the grantee two years down the line." The cuts must be taken now, he said, so it will be possible to control the funds. "I really have no idea why NIJ and BJS did not get hit along with the rest of us," Lawton said. "Maybe they're just small potatoes."

Wisconsin sheriffs walk tightrope as liability coverage is withdrawn

Continued from Page 3

"Basically," he said, "what we're looking at in terms of this situation is providing something in the way of a longer term solution that is more directly under the county's control than relying on the unstable insurance market."

However, Miron called self insurance a risky proposition. "What it involves is the agreement between the agencies of government to put up \$100,000 or \$200,000 to get up a pool. The pool may be initially half a million dollars and in subsequent years, they contribute more to it," he

said. "The problem is that if there is a suit against them, unless there is a state law that puts a ceiling on the amount of payment, one suit could wipe out that insurance program and put each individual at risk because it's not an insurance company."

According to Miron, measures have been taken to address the problem for both the long and short term. In the long term, both consumers and insurers have looked toward state legislation for supplying financial caps. The down side to that, Miron said, is the basic issue of civil justice.

"It's about the access a citizen or any individual should have to get redress of grievances and recompense for injury," he said. A second long term solution, Miron said, involves establishing ceilings on liability penalties.

Self insurance, he said, is just one short-term solution under consideration, along with simply operating without insurance and limiting any opportunity an agent has of facing a liability suit. "That's really short term," Miron said, "because eventually, some citizen is going to call for assistance or service and it's not going to be provided."

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Drug enforcers stoic in face of harsh cuts

Continued from Page 1

then submitted to the Comptroller General of the United States, Charles A. Bowser, who makes the final decisions.

The budget cuts are designed to pare \$11.7 billion in the 1986 fiscal year, with even larger cuts proposed for years to follow. Gramm-Rudman calls for automatic sequestering of budget allowances, requiring no further action by Congress.

The constitutionality of the Gramm-Rudman law is currently being challenged in two lawsuits pending in Federal District Court. Twelve members of Congress, led by Rep. Mike Synar (D-Okla.), contend that the law violates the constitutional principle of separation of powers by delegating legislative functions

to non-elected officials. The Comptroller General is appointed by the President to serve a 15-year term, but cannot be removed from office.

The Administration, which maintains that the law would properly make the President subservient to the Comptroller General, has also filed a lawsuit even as it prepares to carry out the law beginning March 1.

While most Congressional aides and agency officials declined to speak for attribution, the clear consensus was that Gramm-Rudman will have a devastating effect on the nation's drug-enforcement effort. Rep. Glenn English (D-Okla.), the chairman of the House Government Operations subcommittee, summed up their assessment

when he noted, "If the United States had fought World War II the way it's fighting the drug war, we would have another flag flying over this country."

Most agency officials are maintaining a stoical outlook, contending that it is still too early to speculate on the effect Gramm-Rudman will have on drug-enforcement operations and programs. The Drug Enforcement Administration is expecting a cut in the area of \$50 million to \$60 million, according to spokesman Con Dougherty. "It's still kind of early in terms of how it affects DEA," said Dougherty. "It will probably result in a revision of plans of purchasing and that sort of thing but it's not going to affect any operations or ongoing investigations."

The Federal Bureau of Investigation faces a budget cut of \$44.9 million for fiscal year 1986. Bill Carter, a public information officer for the bureau, said the agency is hopeful that the last item to be affected will be those on the operational side. "That would include our investigations dealing with drugs," he said, "but to be able to say what programs are going to be affected and by how much, we can't do that now because that's still being looked at."

Similarly, Nick Sandifer, a U.S. Coast Guard spokesman, said that that service is currently unable to anticipate the impact of cuts of \$130 million to \$140 million in its budget request. "We're down now \$30 million because of the \$230 million that

the Senate committee in October wanted to cut," Sandifer said. "Congress did not fund a military pay raise of \$33 million, so that's \$63 million. Gramm-Rudman is going to take about \$75.9 million, so we're talking about \$130 to \$140 million right there."

Up until now, the Department of Justice has typically escaped the Reagan Administration's budget-cutting scythe, but under Gramm-Rudman the department must shave some \$143 million from its \$3.3 billion budget for 1986. "I don't know what the total impact of Gramm-Rudman will be," Attorney General Edwin Meese said at a recent news conference. "We would hope to carry out our law enforcement functions and ensure that no prisoner is let go for economic reasons."

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Police groups flex their political muscles

The latent political muscle of the nation's police officers was demonstrated this past December, when the House of



Burden's Beat

Ordway P. Burden

Representatives, by a whopping 400-21 vote, passed a bill banning armor-piercing bullets. The bill's sponsor, Rep. Mario Biaggi (D-N.Y.), credited the "new-found political clout" of the law enforcement community for the bill's passage.

Biaggi, a much-decorated New York City police officer before he entered Congress in 1968, was exultant after the vote, calling it "the biggest legislative victory in years for law enforcement." Biaggi had waged a six-year battle to bring the bill, which bans the manufacture, importation, and public sale of armor-piercing bullets, to vote in the House. In the end, he said, it was an easy decision for lawmakers. "Cop-killer bullets benefit only one element of society — the criminal element," Biaggi declared.

His bill defines armor-piercing bullets as those made from tungsten alloys, steel, iron, brass, bronze, beryllium, copper or uranium. They were first marketed in 1970 and, ironically, were designed to give police the firepower needed to penetrate steel. It wasn't long, though, before criminals got their hands on them, and it was quickly evident that the bullets could penetrate the soft body armor worn by half the nation's police.

Rep. Biaggi said that the superhard bullets have killed at least two policemen and disabled another and that the deranged man who killed 21 people at the McDonald's restaurant in San Ysidro, Calif., in July 1984 had fired 192 rounds of the killer bullets, which were imported from Czechoslovakia.

The Senate version of Biaggi's bill is substantially the same, except that it would permit dealers to sell their existing inventories of the ammunition. Congressional observers predicted that that version would pass in the Senate and that a Senate-House conference could be held soon to resolve the differences.

And when the bill is enacted, credit the law enforcement associations and research groups that lobbied for the concept (and had differences with some aspects of the bill), in what was perhaps the most effective united action ever undertaken by the law enforcement community. These groups were the Fraternal Order of Police, the International Association of Chiefs of Police, the National Sheriffs' Association, the National Organization of Black Law Enforcement Executives, the Federal Law Enforcement Officers Association, the International Union of Police Associations, the International Brotherhood of Police Officers, the National Association of Police Organizations, the National Troopers Coalition, the United Federation of Police, and two research groups, the Police Executive Research Forum and the Police Foundation. (With what I hope is pardonable pride, I note that seven of the 10 law enforcement associations on that list are members of the National Law En-



Congressman Biaggi

forcement Council, which I chair. The NLEC provides a forum for the top leaders of important law enforcement groups to discuss common concerns — such as banning armor-piercing bullets.)

The most formidable opponent of Biaggi's bill was the National Rifle Association, which zealously fights any move it fears will be

a step toward overturning the right to bear arms. Some police groups are generally in the NRA's corner but felt that it went too far in fighting the killer-bullet ban. After several years of hating the Biaggi bill, the NRA endorsed a ban on the bullets, provided that dealers could sell their current stock.

The NRA is on the other side of another issue from several major law enforcement associations in its desire to weaken the Federal Gun Control Act of 1968. A coalition of police groups took up the fight after the Senate passed a bill (without holding hearings) that would end the Gun Control Act's ban on sales of handguns to out-of-state residents. "We're strongly opposed to that measure," said Virginia Fazo Peltier, a staff attorney for the International Association of Chiefs of Police.

"We don't want to see any weakening of the Gun Control Act." Lined up with the IACP against weakening gun controls are the National Sheriffs' Association, the National Organization of Black Law En-

forcement Executives, the National Troopers Coalition, the Police Executive Research Forum and Police Foundation. The NRA maintains, however, that the police "rank and file" agree with its desire to permit interstate sales of guns.

As this column was written, there was a move afoot in the House to cut off hearings on the bill to weaken gun controls and bring it to a floor vote by getting the signatures of 218 members on a discharge petition. Whatever the outcome of the discharge petition and the ultimate House vote, there has been one bantening development in all this. That development is the growing trend toward united action by law enforcement groups on issues that concern all police.

(Ordway P. Burden is president of the Law Enforcement Assistance Foundation and chairman of the National Law Enforcement Council. He welcomes correspondence to his office at 651 Colonial Blvd., Washington Twp., Westwood P.O., NJ 07675.)

Flashback

Attempted murder raps dropped for NY's Goetz

A New York State Supreme Court justice last month dismissed charges of assault and attempted murder against Bernhard G. Goetz, New York City's so-called "subway vigilante," but left prosecutors the option of appealing the decision or presenting the case to a third grand jury.

Justice Stephen Crane said he dismissed the charges because of "prejudicial error" by assistant district attorney Gregory L. Waples. Also, Crane said, statements made before a grand jury by two of the youths shot by Goetz now "strongly appear" to have been perjured.

Goetz shot four black youths on a New York subway car on Dec. 22, 1984, claiming that they had tried to rob him. Goetz told police that the four had surrounded him menacingly and demanded \$5.

Justice Crane said he was dismissing the most serious charges against Goetz in part because Waples made omissions and errors in instructing the second grand jury on the law of

justification for self-defense.

The state's penal law says that deadly force may be used only if a person "reasonably believes" that unlawful physical force is about to be used against him. Moreover, the law states, one may not use deadly force if he "knows" that he can retreat "with complete safety."

In addressing the second grand jury, Crane said, Waples "omitted the requirement that the defendant believe that unlawful physical force was about to be used against him."

"Then," Crane added, "the prosecutor reiterated the duty to retreat without reference to the defendant's knowledge that he can retreat in safety."

The justice also said that public remarks by two of the shooting victims, Troy Canty and James Ramseur, that they had intended to rob Goetz cast doubt on their grand jury testimony.

Crane upheld charges of weapons possession and reckless endangerment.



1965: Self-propelled

Perry County, Ky., Sheriff Charley Combs was not about to be deterred from his crime-fighting mission by a mere budget problem. Since taking office in 1961, Combs said, he spent some \$15,000 of his own money to supply the department with guns, handcuffs and even the car he's leaning on. Before Combs came on the scene, deputies in the impoverished mountain county reportedly had to hitchhike to answer calls for service.

Wide World Photo

Locke:

Raising voices of outrage at South Africa

By Hubert G. Locke

The tremendous professional strides made by American policing in the past several decades are among the more remarkable developments in government and the public service in our generation. Because of this advance, the time has come for the American law enforcement community to join the worldwide expressions of outrage against the current state of affairs in South Africa.

Of particular concern to American police leaders should be the continued revelations of acts of abuse and brutality by South African law enforcement officials and the personnel under their command, directed against the black and colored populace of that nation. No one knows better than police chiefs, police union leaders and the police rank and file how devastating it is for the image of professional policing, anywhere in the world, to have a major Western nation ruled by an all-white government seek to use the mechanisms of law enforcement in order to maintain a society rooted in the repres-

sion of its majority populace. When law enforcement extends itself to engage in the barbaric practices of torture, violence and murder that are now being reported from South Africa, policing everywhere suffers.

The September 26 edition of The New York Times carried a front-page story of the decree of a South African judge restraining the police from assaulting detainees at two city prisons in Port Elizabeth. The decree extends to any future detainees in the areas of Port Elizabeth and Uitenhage, two of the major automotive centers of South Africa and major centers of unrest and repression during the past year. Judge Johannes Eksteen, who issued the decree, has ordered that his ruling be read to all persons presently in custody at the two city prisons.

The decree is the outcome of complaints filed by some 44 prominent South African church leaders and labor officials. The validity of the complaints was supported by the testimony of a

government physician who described the injuries of approximately 80 detainees. They were found to suffer from perforated eardrums, facial injuries, blisters, welts and genital bruises that were the apparent result of beatings administered by police. "The overwhelming evidence," the physician testified, "...convinced me that detainees were being systematically assaulted and abused after their arrest and before being admitted to prison, and also during their incarceration."

As the world watches the nightly telecasts of the growing violence in South Africa, it becomes quite clear that, even under the best of circumstances, the South African police face a difficult task. Outbreaks of mass civil disorder are situations to which law enforcement officials must respond; no matter what the source of violence might be or the legitimacy of the grievances, police are required to maintain and, where necessary, to restore order in communities where disorder occurs.

Police officials everywhere are familiar with this dilemma. They frequently find themselves "in the middle" between the laws of an unjust society and lawlessness. Policing itself often becomes the target or focal point of popular outrage against what is considered an unjust society. Maintaining a professional stance in the midst of such social contradictions is not easy. The contradictions and the injustice are compounded, however, when policing engages in acts that magnify the injustices of any social system.

It is easy to condemn disorder and

violence in a society when it erupts into the streets and appears indiscriminate in its destructiveness and its victims. It is also easy to forget that street disorders are not the only form of violence in a society. A society may well be violent itself in its very values, structures and processes. A society which arranges the social interactions between different groups of its people along traditions that perpetuate inferior-superior classes, and which misuses the law to uphold such traditions, is a violent society. A nation that forces the adult males of the black populace to live hundreds of miles from their families in order to find jobs, that arrests and detains persons on the slightest suspicion of being "a danger" to the society, that forcibly removes large segments of its black populace to new settlements, or that carries on any of the countless other, legally-stipulated inhumanities that characterize South Africa today, is a society rooted in violence to the human spirit.

A police system that is unmanaged and ungoverned is also a lawless effort; it is especially so because it purports to act as an agent of the law. Police officials in the United States learned this fact several decades ago, as American communities and courts turned their attention to

Continued on Page 12

Hubert G. Locke is Dean and Professor of the Graduate School of Public Affairs at the University of Washington, and Senior Fellow of the William O. Douglas Institute. He is a former administrative assistant to the Detroit Commissioner of Police.

Other Voices

A survey of editorial views on criminal justice issues from the nation's newspapers.

Court: Shifting attitudes on child abuse

"The Maine Supreme Court has sent a clear message to child abusers: Maximum sentences may be imposed — even on first offenders — when a defendant shows no sign of remorse and there is little likelihood of rehabilitation. Rulings issued by the court's appellate division this week ordered maximum five-year sentences for two men convicted of sexually abusing young children. Ironically, the five-year prison terms were ordered for both men after they appealed for a reduction of the shorter sentences imposed by the trial judge. But Justices Daniel Wathen and Louis Scolnik found grounds for imposing the maximum sentence and made it clear that even first offenders may be required to pay a high penalty for their crime. In addition to signaling a welcome shift in judicial attitudes toward child sexual abuse cases, the rulings put defendants and attorneys on notice that automatic appeals of sentences in an effort to reduce jail time may backfire."

— The Portland, Me., Press Herald
Dec. 19, 1985

'Tip line' working well

"Kudos to the law enforcement officials in Florida who are capitalizing on the dishonor among emugglers in their fight to cut down on illegal drug trafficking. The law officers instituted a 'tip line' through which individuals can call in and report persons they believe are involved with illegal drugs. The law officers thought that law-abiding citizens would be the ones to pick up the phone and turn the traffickers in. But experience showed quickly that it was the smugglers themselves who were turning in other smugglers in an effort to cut down on the competition. Officials have decided to start the tip line in Georgia and South Carolina in hopes of further capitalizing on smugglers' greed. We hope the idea works as well in the two other states as it did in Florida."

— The Columbus, Ohio, Dispatch
Jan. 7, 1986

Get ready for a black eye

"Atlantic City Police Chief Joseph Pasquale's early release of crime statistics may thwart the annual crowd of A.C. bashers waving state and Federal crime reports portraying the resort as the most crime-ridden pesthole since Sodom and Gomorrah. It's a good move; it may not work. That's because the simplistic methodology used by the state and Federal governments to compute the 'crime rate' for various cities will probably, again, be gleefully misunderstood by those who are always prepared to believe the worst about anything. Atlantic City will be described as the center of unspeakable depravity. The state and Federal crime rates are computed by comparing numbers of crimes to permanent, residential municipal populations. Ignored are commuters, transients, and, of especial importance in places such as Atlantic City, tourists. Most of the crimes are committed by transient criminals among the resort's estimated 30 million annual visitors, but the state and Federal reports credit them to the permanent population. Both the state and the Federal governments should refine their methodologies. Atlantic City shouldn't have to contend with contrived crime rates which serve no purpose except to give the city a black eye it doesn't deserve."

— The Atlantic City, N.J., Press
Jan. 9, 1986

BERRY'S WORLD By Jim Berry

VISITORS



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"Too bad we're not in Tennessee where the judge would let you go — no more room in the jails, you know!"

1985. Newspaper Enterprise Assn., reprinted with permission.

For a period of some 10 years in the 1970's and 80's, the city of Newark was marked by several things that could be seen as constants on the local scene. For starters, there was the city's undeniably popular Mayor, Kenneth Gibson, who won reelection bid after reelection bid against a variety of challengers and who runs the city to this day. And, adding further consistency to municipal government, there was Police Director Hubert Williams, the voluble, charismatic executive who led the city's police force out of some of its worst times ever in the mid-70's and at the same time made his own mark on the national law enforcement scene. Yet a third player — one that, like Gibson, is still around — is a fiscal picture that still makes its presence felt like some unwanted poltergeist.

For about three-quarters of that span of time, one could safely argue that another constant was a police manager by the name of Charles Knox, who had served as both a key administrative assistant to Williams and as commander of a tough, inner-city police district. Last May, after 20 years of achievement that propelled him through the department's ranks, Knox received what might be considered his just inheritance — he was

named to succeed Williams as police director.

Considering the checkered nature of Knox's background, it would seem understandable for him to suggest that he was "the best qualified person ever to take this job." Born, raised and educated in Newark, he knows the city's dark side. But in his case, knowing how bleak things could be seemed only to spur him on in search of something better. When Knox joined the department, Newark was a racial powder keg waiting for a match. By the late 60's, his frustrations with the police department's status quo drove him into membership in the Bronze Shields, a black officers' group. But perhaps more importantly, these frustrations also drove him into pursuing a college degree in hopes of ultimately being in a position to effect positive change. Today, armed with credentials from both John Jay College of Criminal Justice and the FBI National Academy, Knox could scarcely be in a better position to mold the department of his dreams.

Knox is a police executive who prides himself on such traits as street savvy, accessibility to both the public and his troops, and perhaps most of all, leadership by example. When it was time to get more cops out on the

street despite the nagging budget squeeze, Knox freed some 100 officers from desk jobs, and redistributed the administrative workload among other personnel. These "other personnel" included Knox and his office staff. He's quick to note, based on the notion that "I work hard, so everybody else has to work hard too."

Of course, hard work only goes so far in the absence of creative spirit and drive, but that needn't be a source of concern to Knox, who has demonstrated throughout his career that he's got the creative knack as well. He helped develop and implement a team policing project in 1973 that was nationally recognized then and is still acknowledged as a model police unit. The creative zest also led him into a role as one of the founders of the Police Management Association.

When he was interviewed by LEN this past December, Knox had been Newark's top cop for slightly more than six months, but his imprint on the department was already being solidly forged. Buoyed by an sense of optimism that never says die, and backed by an insider's knowledge acquired over a 20-year rise to the top, Knox is on his way to making his stamp an indelible, lasting, all-encompassing one.

'Accessibility to people is the key. When you're accessible to people, people know that you care, and I think that's all people want.'

Charles Knox

Police Director of Newark, N.J.



Law Enforcement News interview
by Peter Dodenhoff

LAW ENFORCEMENT NEWS: In the relatively short time that you've been police director, have you begun to plot agendas and identify problem areas within the department, or did you bring such a roster of ideas with you to the top spot in the department?

KNOX: The day that I was announced as police director, in my speech I said that I thought I was the best qualified person ever to take this job. The reason I believed that is because I was very fortunate to have been a top assistant to the former police director for seven and a half years. I saw everything and participated in most things. Since we've had a police director in this city I don't think anybody else could say that.

LEN: You manage to say that without sounding overly cocky.

KNOX: No, I'm just being very candid.

LEN: Given the length of time for which you served as a top assistant to Hubert Williams, is your tenure likely

to be an extension of the philosophies, approaches and practices that took root under his administration, or are new directions in store for the department?

KNOX: Director Williams did his thing his way, and I benefited significantly from being able to be close and see most of the things that he did. And some of the things that he did will continue to be done. For example, in my view the greatest strength that he left this department was, number one, we have a good reputation for integrity. We didn't have that before he became police director. There was this aura of corruption that existed in Newark as a result of the indictments and convictions of our former mayor and city council. Even our police director was indicted, Hubert brought integrity back to the department, and Hubert also eliminated brutality — maybe not eliminated it, but certainly minimized it. We're even looked upon very highly by the ACLU, so that in itself says a lot for the kind of reputation we have for not engaging in police brutality. Those are two very significant contributions that he made, and we certainly will continue along that line.

But otherwise, I have a different philosophy. My philosophy is more street-oriented. Also I believe that a person in my position should be very accessible to people,

because I don't think you should make policy in the ivory tower. Policy should be made as a result of your interacting with people in the community, and where there isn't any legal conflict with my obligations and mandate, that policy should be developed in conjunction with the feedback that you get from people.

LEN: You seem to be suggesting that that approach to policy-making represents a change from the Williams era. Was your predecessor too abstract, or inaccessible, or ivory-tower oriented?

KNOX: I don't think that he was as accessible as he could have been, for whatever reason, and I think accessibility to people is the key. When you're accessible to people, people know that you care, and I think that's all people want.

LEN: The Newark Star-Ledger referred to you once as an "irrepressible optimist." That seems to go hand in hand with the candid way in which you described yourself earlier.

KNOX: I'm very optimistic, and I don't like to hear why

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'We're public servants. Anybody who's in the police world who doesn't believe that, they shouldn't be in it. If you don't want to be a servant, you should leave [or] I'm going to fire you.'

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we can't do things. I believe that if you can't get things done one way, you can get them done another, and I don't mean illegally either. You have to be imaginative and you have to be a person that's committed and dedicated to getting things done.

LEN: How easy is it to transmit that sense of optimism to officers serving under you?

KNOX: I don't think it's that difficult, because what's important as far as police officers are concerned — and not just police officers, but people in general — is that as long as you're clear on the direction you're going in, and you communicate that direction clearly to people, and they understand that direction and feel that you're sincere and committed to doing your part, then they're going to be willing to follow you.

LEN: Taking things a step further, is that sense of optimism easily transmitted to the residents of Newark?

KNOX: I believe so; I really believe that. Most of the residents of this city are law-abiding citizens, and they're very interested and concerned with their security. And they're certainly interested and concerned that the police department cares about their security. So what we've tried to do is to go back to some basics, putting cops back out on the street, insisting that they go in and say hello to people, talk to them and develop a good relationship with people, show the signs of caring. People are very sophisticated; they know that we'll never eliminate crime. They know that. They don't really expect you to eliminate crime, and they're very tolerant when it comes to even these Part I offenses that we place so much emphasis on. As long as they don't reach epidemic proportions — I'm talking about robberies and burglaries — what they care about is that you care, that you make an effort to try to do something about those things, and that you're directly successful in handling those things that you can handle. That's the feedback that I get from people, and I go to a lot of meetings.

LEN: Looking at what might be the roots of your philosophy and approach, I recall that early in your career you were involved in a sort of grass-roots Afro-American patrolmen's type activities...

KNOX: Bronze Shields Incorporated, president, 1971.

LEN: Does this aspect of your background, and the philosophical overtones carried with it, remain a part of your overall outlook, in terms of how police departments should be set up and administered, and how they should interact with the public?

KNOX: Yeah. I joined the police department in the mid-60's, and in those days there were a lot of things that happened that I didn't appreciate. I've always believed that cops have a job to do, and that they should be firm, but they should be fair. That caused me to become very involved in the Bronze Shields Inc., because I saw that as a mechanism to challenge the existing procedures in the department. That exposure and the whole exposure to the police environment in those days were what motivated me to go to school, to want to get promoted so I could be in charge and have some impact on the delivery of services. It certainly had an im-

pact on my philosophy. We're public servants; that's what we are. Anybody who's in the police world who doesn't believe that, they shouldn't be in it. We are servants. We assist people in a myriad of ways, but our basic thrust is service. I tell everybody here: If you don't want to be a servant, and if you have your time in, you should leave. If you don't have your time in, and if you don't deliver services, I'm going to fire you.

LEN: Have you had many occasions to use the stick rather than the carrot?

KNOX: I've gotten rid of about six guys since I've been officially in, and that's only since June.

LEN: Let's turn to the fear-of-crime study for a moment. As I understand the original concept, the program was intended to be run within the constraints of local budgets, with no additional monies pumped in to create projects that would wither after the study ended. Given that, how much of what was undertaken during the study is still in place?

KNOX: Everything's still operational. The storefront, the newsletter, the directed citizen contact program, where you go knock on people's doors and present them with surveys to fill out. Everything that we implemented is still in place, and that was done purposely. We sat and we talked and we brainstormed, and we didn't want to implement anything that we couldn't continue to do.

LEN: Now that you're no longer constrained by the demands of a sociological study, have any of those elements been expanded to include all the police districts as opposed to running in one tightly controlled, experimental area?

KNOX: With some exceptions, every one of the strategies that we developed is being used in every district in the city. We still only have two storefronts, but there's one section of the city where I don't think we

North Ward just the other night at a meeting. They were really surprised that a cop would knock on the door to find out what kind of problems they had in the neighborhood — and I'm talking about a very lavish neighborhood. So the feedback that is tremendous. But every strategy that we implemented is still in place.

LEN: What is it about the one district you mentioned that suggests no need to open a storefront?

KNOX: Well, I'm talking about the East District, which is probably the most flourishing area in our city. It's basically Portuguese, so what you have is a bit of a language barrier. We don't have a lot of Portuguese police officers. For some reason, Portuguese don't want to be cops. So I think it's the language barrier more than anything else. Plus we don't have the kinds of problems down there that we have in our other three areas. We don't have the muggings — it just appears that the Portuguese don't beat one another up, or they're too busy working and making money. The biggest problem we have down there is some burglaries — but not in people's residences, in the factories down there. There just has not been a major thrust in that downtown area. As you may know, in our downtown area during the daytime our population triples. At night in the immediate downtown area, there's hardly anyone. We just don't have the kinds of problems there that we have in the other wards.

LEN: Since the study ended, have any of the various program components been fine-tuned to make the modifications that you now feel are necessary based on a year's experience?

KNOX: Oh yeah, absolutely. We're continuing to look at every one of the strategies, and we make changes when necessary. They're not etched in stone; they have to be flexible.

LEN: The storefronts were said to have been a way of bringing the police closer to the citizens, and vice versa.

'People are very sophisticated; they know that we'll never eliminate crime. What they care about is that you care, that you make an effort to try to do something and that you're successful in handling things you can handle.'

Seen in 1971, then-Patrolman Knox served as a delegate to the National Council of Police Societies meeting in Philadelphia.

Wide World Photo



need a storefront. I anticipate opening a storefront in the Third District. So that concept is very, very good. We get nothing but very favorable feedback from it. People like the idea of being in close contact with the police, with the storefront being there to help enhance the delivery of services. In addition to that, we have a lot of meetings in the storefronts. Sometimes it's difficult for a block group to find someplace on their block to have a meeting. Our storefronts are accessible to them. So that's a very valuable tool.

The newsletter? We still get good feedback from that. The door-to-door? I had some people talk to me in the

Does that perhaps suggest that the traditional notion of the stationhouse is no longer equal to the task?

KNOX: When people think about a police precinct station, they think of a place that's not warm, one where you have holding facilities, and in some instances even prisoners. It's where you have a very tradition-oriented kind of structure. What distinguishes the storefront from the precinct is, number one, when you establish the storefronts you have to get the right kind of people working in them, people with the right orientation. It's a warmer environment. People can come and sit and talk without a whole lot of disruption. Precinct stations are

LEN interview: Newark's Charles Knox

very busy. They're booking people and processing people, so the desk lieutenant generally doesn't have a lot of time to sit and talk to a person who just wants to talk to the police. Whereas the person who works in the storefront, someone comes in and they could talk about all kinds of things that impact on the quality of life in the area, without a whole lot of interruption generally, and without the disruption. But in addition to that, the cop in the storefront also is a crime-fighting person, where if something happens in close proximity to the storefront, somebody can run in and say, "Hey, something's happening out here right now." In addition, he has the responsibility for developing community people to assist in the storefront effort, to give him the opportunity to go out, walk the beat, talk to merchants and just develop a general feel for what's happening in the area, and act as an expediter to help get things done.

LEN: What kind of orientation are you looking for in the officers assigned to storefronts?

KNOX: The person that works in a storefront — and I worked in a storefront once as a young police officer — has to have a service attitude, and has to be interested in the community and what's happening in the community totally. You can't be myopic in your view by saying, "Well, that's not my problem, it's the Water Department's problem." Instead, you could get on the phone and say, "I'm Officer Knox from the Newark Police Department, and I have Mr. Dodenhoff here who has a problem with his water. Maybe you can help."

LEN: But the so-called service model of policing is something that's been talked about repeatedly for some time. Why, then, would this kind of orientation be seen as such a radical twist?

KNOX: Well, what I've found to be true during my experience is that, sure, police handle a lot of things. I've seen them handle a lot of things in this department over 20 years. But what I've found police officers to do was like I just said, to refer people. To say, "Hey that's the Sanitation Department's problem, so get in touch with the Sanitation Department" — instead of taking the initiative to get on the phone and intercede. There's a big difference when you say "That's not my problem," and that's the way it's been.

LEN: What might it take to get that kind of attitude and approach to pervade the ranks? After all, the storefront manpower may be just a small percentage of the total department. Shouldn't all of the men and women of your department adopt the kind of mindset you're describing?

KNOX: First of all, it requires an emphasis from the top that that's the direction we're going in. Then, it requires establishing the training programs, followed by close monitoring by supervisors. That's what it requires, not a whole lot of complicated stuff. Direction from the top, training and supervisors to make sure that this training and this emphasis is implemented and adhered to.

LEN: It appears that the emphasis from the top is in place. How close are you to realizing the other two elements?

KNOX: Well, we're presently engaged in a study by NOBLE called Community Oriented Policing Systems. We're doing it on a pilot basis in one of our districts. They should be evaluating the results of it by the first of the year [Jan. 1, 1986]. We'll find out, because that's exactly what we're testing right now. We're doing it with the patrol officers. When they respond and they see certain things, they're required to provide information and to just go a little further than simply saying "Call the Water Department." If they go in on a burglary, for instance, and they see that the locks aren't adequate, they're required to bring that to the person's attention instead of just taking the burglary report and leaving. Those kinds of things are extremely important. We have a Crime Prevention Unit here that does security surveys, and if the security of the location is so bad, they're required to indicate in their report that Crime Prevention should be notified to do a follow-up security survey on the premises.

LEN: The newsletter component of the fear-of-crime

study occasionally included inserts that informed residents of target areas about Part I crimes on a month-by-month basis. Couldn't it be argued that one of the things that contribute in large measure to perceptions of crime and fear of crime are the nuisance crimes — "quality-of-life" offenses — that generally don't make it into the headlines or past the small print of the Uniform Crime Reports?

KNOX: I think so. But I think the decision was made because they might have found it a bit too cumbersome or too difficult to develop Part II offenses. But I do agree with the notion. My experience has been that people are more concerned with perceptions of gangs hanging out on the corners, they're more concerned about what they think these gangs might do than with what the gangs really do in many instances. So the perceptions are that if there's a bunch of young guys on the corner, then the police department should move 'em, because if they're there, invariably there's going to be some kind of incident. So we place a lot of emphasis on the corners. We really don't have an anti-loitering ordinance in this town, but there is a state law that says you're not supposed to obstruct a public passage. We use that to move these guys. Now what I would like to see, ideally, and what was originally recommended as one of the strategies in this fear-of-crime study, is that we'd like to move these guys but we'd like to have some place for them to go.

LEN: An evaluation of the study suggested that the newsletter component of the project fell short of desired goals. What goals were set for that component, and moreover, why would an apparently simple effort like this fall short of those goals?

KNOX: Well, I haven't had an opportunity to read the draft of the evaluation yet. But it was my impression initially that the goal of the newsletter was, number one,

'I cut down a lot of administrative tasks and put the guys out on the street. I cut everywhere, because I work hard and so everybody else has to work hard.'

to inform people of just what exactly was going on in the study area — crime, how effective the police were, providing crime-prevention tips, providing a general feel from the district commander of what he saw as the most important concerns from a law enforcement perspective in that particular area. I think we did that; I don't know how it fell short. Of course, I'm not a researcher. I don't know what the researchers were looking for. I don't know if they were looking for people to be more alert as a result of the newsletter, or to be less fearful or what. But I was a precinct captain in one of the study areas, and the feedback that I got was tremendous.

LEN: In other words, you're saying it's a matter of perspective.

KNOX: That's right. It depends on who the researchers interviewed. My perception is that the newsletter was very well received by the people who were interested in it.

LEN: Received well enough to warrant the newsletter's continuation when the study ended?

KNOX: Absolutely.

LEN: To what extent, if any, has the private sector in Newark been involved with any of the fear-of-crime program components, in terms of both moral support and monetary support?

KNOX: To this point we haven't gotten any private support for that fear-of-crime study. None.

LEN: Monetary or otherwise?

KNOX: Well, if I remember correctly, Hubert [Williams] and Pat Murphy made a presentation before the Chamber of Commerce here. We didn't get anything out of them. Maybe they're waiting to see what the results

are. But I will say this about the private sector — and of course you look at it differently once you become the boss — that during the period of time I've been director I've gotten nothing but good support. They're perfectly amenable to helping me in any way they can. It's been primarily through donations to our P.A.L. program, which is run totally through our efforts in the private sector. But they've always been pretty supportive of that.

LEN: Can't it be argued that the private sector has a great deal to gain in terms of the police reversing perceptions of crime and disorder?

KNOX: There's no doubt about that, and I suspect that they will support it. One of the problems with the private sector is that they had a firm do a study of our department, and there were some questions about whether or not we were managing this department well. The study said we were doing a good job with the resources we have.

One of the things that causes me to believe that they'll be more receptive to helping us in the future is that they see more policemen out on the street. One of the first things I did when I came was to put a hundred guys out on the street. I cut down a lot of administrative tasks and put the guys out on the street. In many instances their tasks were eliminated, and other people have to work harder as a result. I cut my office down, I cut the chief's office down, I cut everywhere, because I work hard and so everybody else has to work hard. And everything is functioning well.

LEN: Has the overall budget picture for the Newark Police Department improved measurably over the past couple years?

KNOX: It has not improved measurably, no. We're hiring police officers now, but we lose people too, so we're

not really making our force any larger. What I've attempted to do is to relieve our police officers of some of the duties that had the most drain on our ability to use them in the way I want to use them. For example, back in 1982, when I was in charge of the South District, on one occasion I had 106 prisoners in 19 cells, and they weren't my prisoners. They were the county's prisoners, but they refused to accept them. My situation wasn't unique; every district was overloaded with prisoners. One of the first things I decided to do when I knew I would become police director was to get out of the prisoner business, and to restructure things so that a small unit would have primary responsibility for prisoners until I could get out of it. We have a cellblock downstairs, and every time a prisoner got sick we'd have to call a radio car off the street, take the prisoner up to the hospital — where we got no special consideration — and sometimes you had three or four radio cars up there, all with an individual prisoner. So you had no cars available to respond to calls for service. As a precinct commander I experienced that, and that was the worst drain on my resources. So I restructured that. I took the prisoner detention bureau out of the patrol division and put it into another division. Then, I designated a small cadre of men with two supervisors to be responsible for that. But the most significant thing I did was to say to the Corporation Counsel that I want out of the prisoner business. Period. So we took it to the county and entered into an agreement with them, and now they have a prisoner problem. I don't have it anymore. They're bursting at the seams, but the agreement is that they have to take prisoners within a certain period of time. If they don't, then the Federal Government gets on their case. By next December I'm going to be out of the prisoner business. I'm going to get rid of that cellblock downstairs, and that way they'll never again come to me with that prisoner bit. We ended up being correction officers, and it was a tremendous drain on the department. Now once we arrest a person and have him arraigned he

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Newark's Charles Knox

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becomes a county prisoner, and they have to take him within 10 days.

LEN: In specific terms, how did that translate into a plus for the patrol division?

KNOX: I had somebody come in, an outside consultant, to evaluate our calls for service during the busiest months over a period of two or three years. The result was that I established a new duty tour, so I would have cops working when they were most needed. It's a five-tour setup, but what it does is, traditionally we had the same number of cops on every tour, working four days on and two days off. Since I've been in this department, that didn't make any sense, man. What that meant was that we were paying the same amount of crime occurs during the day as occurs at 4 o'clock in the morning — which is a lot of crap. So I came up with this new tour, which'll be in place Jan. 1. There was a big fight, the unions took me to every place they could think of, but I won. It was my prerogative as a manager. And this tour is going to give me 40 percent more utility out of the resources I have.

LEN: Was any consideration given to the use of steady tours?

KNOX: I tried that when I was South District commander, on an experimental basis. It worked pretty well if you worked the day tour. But the guys who worked the middle tour started saying, "I never get to eat with my family," or "I never get to see my wife." And forget about that midnight tour. You do that for a year and you just won't want to do it anymore. So I came up with something in between, where a guy is on the tour long enough so the rotation doesn't affect his health. Like maybe eight weeks of midnights, eight weeks of days and nine

weeks of 4-to-12's. The gripe was that guys were working a lot of nights — but that's when things happen, at night. It's a nighttime job, man.

LEN: That would appear to make perfectly good sense, but you seem to be suggesting that that bit of news came as a surprise to a lot of cops. Is it just that they don't want to accept the notion of all that night work?

KNOX: It goes back to what I said at the beginning. Too many policemen have this impression that a police department should be self-serving. People pay us to deliver services to them, not for us to be self-serving to us.

LEN: Changing entrenched attitudes is not the kind of thing that is done overnight — and perhaps not over several months or years. How do you infuse the department with a new attitude, a new consciousness, in the face of a typical impatience to get things done yesterday, if not sooner?

KNOX: I don't think you're going to be able to get anything done, such as I'm talking about, in a hurry. It's going to take time. But I think that what's going to be most important is how persistent and consistent I am in this direction that I'm thrusting this department. I think that's the key. Because what these guys expect is that at some point you're going to get tired, and they also expect that you're going to become inconsistent. But I am a very consistent and a very persistent person, and I thank God He endowed me with those attributes. And I believe in K.I.S.S. — Keep It Simple, Stupid. Not a whole lot of complicated stuff, just basic common sense. Like if crime occurs at night, then cops should work at night. Or if services are most needed at night, then they should be there at night to deliver services.

New, potent form of coke hits the streets of New York

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and they began stealing from their parents, missing school and lying to their friends.

The teenagers came from upper-middle-class families, Washton said. They had been in the top of their class and college bound. After two to three months using Crack, both were rendered almost completely dysfunctional.

According to Kevin McEneaney, director of clinical services at the Phoenix House drug-rehabilitation facility, adolescents are most vulnerable to the substance. "Kids will overconsume and burn themselves out, fizzle, very quickly," he said.

Because of Crack's euphoriant effect, McEneaney said, users often experience an increased sexual appetite and a willingness to participate in previously untried sexual practices. He said patients have told him of "outrageous, uncontrollable" sexual activity at Crack houses with women who will exchange sex for the drug when they run out of money.

"The behavioral stuff we're hearing about drives home that what we're dealing with, and not in the physical sense, is the most powerful drug we've ever seen," he said.

Users also run the risk of unpredictable physiological damage, McEneaney said. By

stimulating the central nervous system, cocaine increases heart and respiratory rates and can cause strokes, heart attacks and convulsive seizures. Out of a random sample of 250 callers to the cocaine hotline, 32 percent had lost consciousness as a result of cocaine-induced brain seizures.

The biggest danger, however, is that the compulsion to repeat the experience, Dr. Washton said. "Admittedly, most people won't die," he said.

The differences between a Crack high and a snorted cocaine high are so pronounced, Washton said, that it is as if describing two different drugs.

"It is unmatched in its euphoria and exhilaration," he said. "Clinicians need to know about it. Parents need to know about it. Law enforcement people in other parts of the country need to know about it."

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Forum: Police abuses in troubled S. Africa

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issues and problems of how law enforcement behaves under both routine and stressful circumstances. Police efforts to restore order in our cities in the tumultuous decade of the 1960's did not manage to escape scrutiny and, in a number of instances, criticism that police violence was used, ironically in the name of law and order, to deal with community violence.

Police abuse of its legal powers and legal mandate, therefore, is a complaint which is not foreign to American law enforcement. In the 1960's, it constituted one of the most frequent and widespread charges leveled against law enforcement across the United States, particularly in minority communities. Whether all the charges were valid became a question of secondary importance as policing faced a major crisis of confidence in, and challenge to its capacity to carry out its functions in a professional and humane manner.

That 20 years later, the volatility of police-citizen relations has been so markedly reduced in most American cities, and the charge of police brutality sharply lessened, is a testimony in large measure to the integrity and quality of leadership that has emerged in the law enforcement community in this nation. When American

policing decided to stop echoing the complaints about civilian lawlessness and to get its own house in order, dramatic changes began to occur in the behavior, if not the attitudes, of police officers as they go about their difficult and often frustrating responsibilities in our society. America today is no paragon of police-community relations. By the nature of this interaction, it may never be. But objective observers can attest that, in the main, American law enforcement is no longer viewed, as it was a scant two decades ago, as an occupying army in the minority communities of our nation, insensitively enforcing the law in a manner that contributed to, in some instances, as much as it sought to reduce the violence of our communities.

It is for this reason that the reports concerning the South African police are such a blight on the police profession. American policing has learned and is demonstrating that law enforcement is capable of a far better professional record. American law enforcement also participates in an international professional community. Just as it has strived with commendable success to improve its own professional ranks, it needs now to denounce the police pariahs in South Africa, whose antics give the profession an undeserved bad name.

Criminal Justice Library

Does discretion for rural police need limits?

Rural Police and Rural Youth.
By Michael P. Roche.
Charlottesville, Va.: The
University of Virginia, 1985.
217 pp., with index, tables, etc.

By Hal Nees
Division Chief, Detectives
Boulder, Colo., Police Dept.

"Rural Police and Rural Youth" essentially describes the findings of a study the author conducted in South Dakota during the mid-1970's. Dr. Roche examined the type of offenses committed by youths, the handling of the youths by law enforcement officers, the training provided to officers who work with youths and other areas of interest. From this research, the author concludes that there is a need to restrict the involvement of law enforcement officers in the juvenile justice process. Since the officers serve as

the gatekeepers in determining who is processed into the criminal justice system, Dr. Roche notes, their discretion needs to be limited.

In the first of the book's six chapters, Roche outlines the problem: The involvement of law enforcement officers with youths is in many ways counterproductive. Roche points out that officers are ill-prepared by education or training to deal properly with youths, and he offers a few pages of ideas intended to improve the handling of children and youths.

From there he goes on to provide some justification for non-intervention by law enforcement in the lives of young people in rural America. There are different reasons for and causes of rural and urban delinquency, Roche observes, and he goes on to suggest that one reason for the in-

crease in the reported rate of delinquency may be officers' referrals of more youths for formal court action. Following on this, he points to several differences between urban and rural youths, including: rural youths commit less serious offenses; rural youths have strong personal and family ties, and rural youths tend to commit crimes when they are alone (as opposed to operating in groups or gangs).

In his examination of how the agencies involved in the study handled the youths they contacted, Dr. Roche found the record-keeping systems in law enforcement agencies to be minimal. Further, he discovered, policies regarding juveniles differed from agency to agency, and sheriffs' departments seemed to handle youths differently from police departments. He found as well that juvenile officers have

minimal training, and that they do not handle the majority of the youths contacted.

Roche's book also examines the South Dakota courts, and the diversion of juveniles from the formal judicial process. Relevant state laws are cited, and he also provides summary remarks about the structure of law enforcement in the state. His recommendations for change encompass legislative reform, policy-making, training needs and some general thoughts about what needs to be done to achieve real improvements.

The book is generally well written and readable. There are some typographical errors scattered throughout the book, and some of the charts are difficult to read and understand. The book is based on Roche's doctoral dissertation work and could have used some additional modification in order to make it flow more smoothly. The research that provided the data for the book was completed in the mid-70's, and thus the data are old and there may have been changes in South Dakota laws and law enforcement in the intervening 10 years. Some of the justifications for Roche's conclusions are not as tight as they should be. For example, the crime of burglary seems to move from a serious offense to a minor one depending on what Roche wishes to justify.

Dr. Roche has documented some problems. I accept his research, even though it is dated, and I agree that the problems ex-

ist. At worst we differ on the scope of the problem. However, his solution is rather like throwing the baby out with the bath water. Rather than eliminating law enforcement officers from involvement with troubled youth, the solution needs to involve training, education, standards and coordination. It seems unrealistic to eliminate or severely control the interaction of officers and youth. A reasonable approach is to improve upon what exists. Even Dr. Roche seems to back away in the final two chapters from his rather black or white statements made earlier in the book.

These criticisms notwithstanding, the book is worth reading. Elected officials might benefit by finding out about the constraints of training, education and funding under which law enforcement administrators must function. Members of the academic community might benefit by identifying ways that they can take positive action to help law enforcers overcome problems. Decision-makers in criminal justice, including law enforcement, just might see something of their own agencies in the mirror provided by Dr. Roche. Perhaps positive change might follow.

On The Record

"A book is the only place in which you can examine a fragile thought without breaking it, or explore an explosive idea without fear it will go off in your face."

— Edward P. Morgan

Peering behind the shields of Federal law enforcement agencies

Handbook of Federal Police and Investigative Agencies.

By Donald A. Torres.
Westport, Conn.: Greenwood Press, 1985.
411 pp., \$49.95.

By Donal E. J. MacNamara
John Jay College of
Criminal Justice

Not since Cumming and McFarland's "Federal Justice" and Arthur Milspaugh's "Crime Control by the National Government," both more than a generation ago, has there been an authoritative reference work on what has become an increasingly important aspect of law enforcement — once an almost totally

local responsibility.

Donald Torres, himself a former Federal agent and now a professor of police science, has done a splendid job and provided us with a much needed compendium of the numerous agencies, their jurisdictional parameters, their organizational structures, their interrelationships and their operational strategies.

Those of us in the field have become all too aware of the impossibilities of our local police, no matter how technically competent and no matter how dedicated, in dealing successfully with organized crime, with narcotics traffic, with terrorism and with some of the newer versions of white-collar crime. Every chief

of police can now, when faced with an investigation in these areas, consult Torres's source-book and locate quickly the Federal agency that can most appropriately be called upon for assistance.

But this is more, far more, than a dry reference volume. Torres has given us something of the history, the guiding principles, the personality of each of these agencies — and even provided us with illustrations of their organizational charts, their badges or shields, their pay grades and schedules, their recruitment guidelines, their training schedules and much more besides.

As a former Major of Military Police and chief agent of the C.I.D., I was especially pleased to note that Torres did not neglect the policing agencies of the military services and, even more importantly, the very necessary work of the relatively new Inspector General's offices of various Federal agencies.

No matter how praiseworthy the work, however, a reviewer must call attention to areas which could have been covered more completely. There are deficiencies, which I am certain can be adjusted in succeeding editions, in the areas of budget, cost/benefit analysis, effectiveness-efficiency evaluation, disciplinary problems, Congressional and other criticisms. Most astonishingly, there is no bibliography, although, for example, there must be at least one hundred volumes on the Federal Bureau of Investigation alone. Despite these evils, this is a useful, valuable book. Every police agency, every police science program, every law library must have a copy.

Who's who in terrorism

Guerrilla and Terrorist Organizations: A World Directory and Bibliography.
By Peter Janke.

New York: MacMillan Publishing Company Inc.
550 pp., ill., \$60.00.

By Philip John Stead

Peter Janke's expertise in the study of terrorism is well known in professional circles, especially in Britain, and his latest book constitutes a salient and substantial accession to the Anglo-American literature of the subject.

The well organized work offers both an objective account of individual subversive movements and a judicious guide to the best writings about them. The style is clear and concise, the ordering of

the book logical and easy to follow, with the movements geographically grouped under the main headings of Europe, Africa, Middle East, South Asia, Far East and Oceania, North America and Latin America. The time-frame is from the end of the Second World War to the present.

"This terrible 20th century," as Winston Churchill called it, has seen more than its share of destruction, the worst of it engineered by governments, and subversion has become an ubiquitous factor in the life of nations as groups strive to change their world by nationalistic and intellectual appeals. Mr. Janke's sober and perceptive compilation provides good means to reach a better understanding of the course of modern history.

Now available from The John Jay Press:

Police Ethics:

Hard Choices in Law Enforcement

Edited by
William C. Heffernan
and
Timothy Stroup

A book whose time has come

Hardcover: \$21.95

Paperback: \$16.95

Available from The John Jay Press, 444 West 56th Street,
New York, New York 10019.

Police Recruits. The City of Greeley, Colo., is seeking quality individuals for the position of police officer in its 155-member police department. This progressive and professional department offers exceptional career opportunities, excellent training and education, professional standards and competitive pay and benefits, along with a wide range of opportunities for specialization.

Applicants must be 21 years of age by April 30, 1988, and have a high school diploma, valid driver's license with good driving record, and stable work record. Two years of college are required for promotion. Applicants must pass a comprehensive testing process. Salary ranges to \$2,397 per month for police officers.

To apply, write or call: City of Greeley Personnel Department, 919 7th Street, Greeley, CO 80631. (303) 353-6123. Deadline for applications is February 21. Woman and minorities are encouraged to apply.

Assistant Professor. The College of Health and Human Services at Bowling Green State University has an anticipated tenure-track opening for an assistant professor of criminal justice.

Applicants should have a Ph.D. in criminal justice or closely related field. Position requires strong commitment to research and publication, as well as excellent capabilities in teaching, advising and service.

To apply, send letter of application, vita and three current letters of reference, before February 15, 1986, to: Dr. Clyde R. Willis, Dean, College of Health and Human Services, Bowling Green State University, Bowling Green, OH 43403-0280.

State Troopers. The Commonwealth of Pennsylvania is accepting applications for entry-level

positions with the Pennsylvania State Police.

Applicants must be between 20 and 29 years of age and be a high school graduate or possess GED. Weight should be proportionate to height, and vision must be at least 20/70, correctable to 20/40. All candidates must U.S. citizens of good moral character and a resident of Pennsylvania for at least one year prior to making preliminary application.

Applicants for the positions, which are non-Civil Service, must pass written exam, strength and agility test, physical exam, background investigation and oral interview.

Salary is \$538.80 biweekly during academy training and starts at \$18,024 annually upon graduation. Overtime and shift differential paid, along with annual clothing maintenance allowance.

To apply or to obtain additional information, write to: Director, Bureau of Personnel, Pennsylvania State Police, 1800 Elmer Avenue, Harrisburg, PA 17110.

Assistant Professor. The Center for the Study of Crime, Delinquency and Corrections at Southern Illinois University is seeking to fill a tenure-track position. Successful candidate will be expected to teach any combination of courses in correctional treatment, psychology of offenders, juvenile justice or criminal justice administration, and to carry on an effective research and publication effort. A doctorate in a discipline directly related to criminal or juvenile justice is required. Those who have the dissertation completed by August 15, 1986, will also be considered. Preference will be given to those who have strong research and scholarly abilities.

Closing date for applications is February 15, 1988, or until the position is filled. Salary is

negotiable. To apply, send curriculum vitae and list of three references to: Dr. Theodore N. Ferdinand, Search Committee, Crime Study Center, Southern Illinois University - Carbondale, IL 62901. AA/EOE.

Assistant/Associate Professor. Illinois State University is seeking to fill a tenure-track position for the fall of 1986. Individual chosen will teach undergraduate and graduate courses in the areas of criminological theory and juvenile justice and conduct research.

Applicants must have a Ph.D. in criminal justice or a related field. Substantial coursework in criminal justice, experience in teaching, research and publication preferred. Rank is either assistant or associate professor, salary is negotiable.

Application deadline is March 1, 1986. To apply, send vitae, three letters of recommendation, and an official copy of latest transcript to: Dr. Steven G. Cox, Chairman, Department of Criminal Justice Sciences, 401 Schroeder Hall, Illinois State University, Normal, IL 61761.

Highway Patrol Officers. The Wyoming Highway Patrol is accepting applications for a new class of highway patrol officers. Candidates must be between 23 and 37 years of age, have visual acuity of at least 20/40 uncorrected, and possess at least a high school diploma or the equivalent.

Salary for patrol officers ranges from \$1,514 to \$2,421 per month, plus \$50 per month for uniform cleaning and time and a half for emergency overtime. All uniforms and equipment are provided, except footwear. The patrol offers an excellent retirement and fringe benefit package.

The first phase of qualifying examinations will be held in Casper, Wyo., from May 10-11. The se-

cond phase, which includes background investigations, psychological evaluations and physical agility testing, will be administered after May 11 and before the beginning of the academy class in August.

To apply, send for an official application form to: Wyoming Highway Patrol, Safety and Training Division, P.O. Box 1708, Cheyenne, WY 82002-9019. Telephone: (307) 777-7301.

Faculty Coordinator. The Southeast Florida Institute of Criminal Justice, located at Miami-Dade Community College, seeks qualified applicants for the position of Coordinator of Criminal Investigation and Police Operations in its Basic Law Enforcement Training program.

The individual chosen will be required to maintain and review training manuals, handouts and examination questions; recruit, select and supervise part-time faculty, and instruct in basic law enforcement. The positions requires a minimum of a master's degree and three to five years experience in law enforcement, with a background in either instruction or the administration of a formal training environment. Applicants must be able to work and communicate in a multicultural, multiethnic environment.

Salary is based on academic rank, which will be determined by education and experience. Liberal fringe benefits are included.

To apply, send resume, cover letter and three letters of reference before Feb. 28 to: Miami-Dade Community College, Personnel Services, 11011 S.W. 104th Street, Miami, FL 33176.

Faculty Positions. John Jay College of Criminal Justice, a liberal arts college with a specialized mission in criminal justice, public policy and administration and fire science, anticipates several tenure-track faculty openings beginning with the fall 1986 semester. All candidates must have a doctorate and a demonstrated commitment to teaching, research and scholarship. All faculty positions are available for September 1, 1986.

The anticipated positions include:

Department of Government

and Public Administration (assistant professor) — Areas of responsibility are constitutional law and American politics, including the Supreme Court, the American legal system, civil liberties and civil rights, and criminal law and procedure. Knowledge of court administration is desirable.

Department of Sociology (assistant professor) — Requires a specialization in dispute resolution and conflict intervention. Teaching responsibilities will include the area of social conflict.

Department of Law, Police Science and Criminal Justice Administration (assistant or associate professor) — Specialization required in police science. Practitioner experience preferred.

Department of Law, Police Science and Criminal Justice Administration (assistant professor) — Specialization required in security management. Experience in corporate security management required. A.S.I.S. certification preferred.

Department of Law, Police Science and Criminal Justice Administration (assistant professor) — Specialization required in corporate security management and police science. J.D. may be substituted for Ph.D.

Applicants should send resume and other appropriate material to Jay Sexter, Academic Vice President and Provost, John Jay College of Criminal Justice, 444 W. 56th St., New York, N.Y. 10019. John Jay College of Criminal Justice is an affirmative action, equal opportunity employer.

Management Analyst

The Police Executive Research Forum seeks director of management services. Qualifications: broad experience in local law enforcement management and in provision of consultation on management issues to law enforcement agencies. Salary commensurate with experience. Send resume to: PERF, 2300 M Street, N.W., Washington, DC 20037. EOE.

This publication is available in microform.



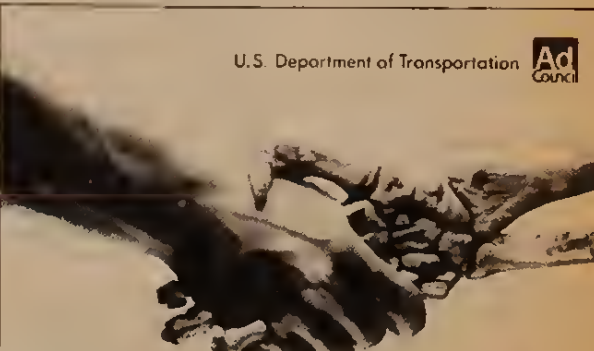
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Upcoming Events

MARCH

17-20. Advanced Police Photography. Presented by the Criminal Justice Training and Education Center. To be held in Toledo, Ohio. Fee: \$200.

17-21. Microcomputer Programming with a Data Base Management System. Presented by the Institute of Police Technology & Management. Fee: \$676.

17-21. Administering a Small Law Enforcement Agency. Presented by the International Association of Chiefs of Police. To be held in Gulfport, Miss. Fee: \$425 (member agency); \$475 (non-member agency).

17-21. Computer Technology in Law Enforcement I. Presented by the Traffic Institute. Fee: \$400.

17-21. Law Enforcement Photography. Presented by Eastman Kodak Company. To be held in Detroit. Fee: \$250.

17-21. Police Motorcycle Rider Course. Presented by the Institute of Police Technology & Management. Fee: \$575.

17-21. Managing Selective Traffic Enforcement. Presented by the Traffic Institute. Fee: \$400.

17-25. Police Motorcycle Instructor. Presented by the Institute of Police Technology & Management. Fee: \$1,000.

17-April 4. Command Training Program. Presented by the New England Institute of Law Enforcement Management. To be held in Wellesley, Mass.

16-19. Interviews and Interrogations. Presented by the Milwaukee Area Technical College. To be held in Oak Creek, Wis. Fee: \$11.10.

18-21. Developing Police Computer Capabilities. Presented by the International Association of Chiefs of Police. To be held in Reno, Nev. Fee: \$375 (member agency); \$425 (non-member agency).

19-20. Tracking Serial Murderers. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex. Fee: \$125.

19-21. Contemporary Issues in Police Administration. Sponsored by the Southwestern Legal Foundation. To be held in Dallas, Tex.

24-26. Financial Investigative Techniques. Presented by the Milwaukee Area Technical College. To be held in Oak Creek, Wis. Fee: \$15.85.

24-26. Basic Hostage Negotiations. Presented by the Milwaukee Area Technical College. To be held in Oak Creek, Wis. Fee: \$15.85.

24-27. Communication Skills for Security Supervisors. Presented by the Peregrine Institute of Security. To be held in New York.

24-27. Managing for Effective Discipline. Presented by the International Association of Chiefs of Police. To be held in Orlando, Fla. Fee: \$375 (member agency); \$425 (non-member agency).

24-28. Anti-Terrorism/Crisis Management. Presented by the National Crime Prevention Institute. Fee: \$325.

24-28. Planning, Design & Construction of Police Facilities. Presented by the International Association of Chiefs of Police. To be held in Atlanta. Fee: \$425 (member agency); \$475 (non-member agency).

24-28. State Police & Highway Patrol Training Directors Seminar. Sponsored by the Institute of Police Technology & Management. Fee: \$200.

24-28. Crimes Against Property. Presented by the Florida Institute for Law Enforcement. To be held in St. Petersburg. Fee: \$200.

24-28. Computer Technology in Law Enforcement II. Presented by the Traffic Institute. Fee: \$400.

24-28. Police Supervision. Presented by the Institute of Police Technology & Management. Fee: \$325.

24-28. Child Abuse Intervention, Referral & Investigation. Presented by the Delinquency Control Institute. To be held in Los Angeles.

25-27. Executive & Dignitary Protection. Presented by the International Association of Chiefs of Police. To be held in Washington, D.C. Fee: \$450 (member agency); \$500 (non-member agency).

31-April 3. Field Training Officers Seminar. Presented by the Institute of Police Technology & Management. To be held in Winston-Salem, N.C. Fee: \$325.

31-April 4. Locks & Locking Devices.

Presented by the National Intelligence Academy. To be held in Fort Lauderdale, Fla. Fee: \$650.

APRIL

1-2. S&W Identikit. Presented by the Florida Institute for Law Enforcement. To be held in St. Petersburg. Fee: \$35.

2. Executive Institute for Suburban Chiefs. Presented by the Traffic Institute. Fee: \$450.

2-4. Police Dispatcher Training. Presented by the International Association of Chiefs of Police. To be held in Charleston, S.C. Fee: \$375 (member agency); \$425 (non-member agency).

3-4. Contemporary Investigative Technology. Presented by Richard W. Kobeta & Associates Ltd. To be held in Reno, Nev. Fee: \$350.

7-11. DWI Instructor. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$325.

7-11. Surveillance Optics. Presented by the National Intelligence Academy. To be held in Fort Lauderdale, Fla. Fee: \$650.

7-11. International Congress on Rape. To be held in Jerusalem, Israel. Registration fee: \$225 (before January 31); \$250 (after February 1). To register, contact: International Congress on Rape, P.O. Box 394, Tel Aviv, 81003, Israel.

7-11. Employee Motivation. Presented by the Florida Institute for Law Enforcement. To be held in St. Petersburg. Fee: \$200.

7-11. Video Uses in Law Enforcement. Presented by the International Association of Chiefs of Police. To be held in Charleston, S.C. Fee: \$425 (member agency); \$475 (non-member agency).

7-11. Electronic Spreadsheets for Police Managers Using Microcomputers. Presented by the Institute of Police Technology & Management. Fee: \$550.

7-11. Advanced Physical Security — Locks & Locking Systems. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$325.

7-16. Supervision of Police Personnel. Presented by the Traffic Institute. Fee: \$550.

7-18. At-Scene Traffic Accident & Traffic Homicide Investigation. Presented by the Institute of Police Technology & Management. Fee: \$475.

8-10. Terrorism — Preparing for the Threat. Presented by the International Association of Chiefs of Police. To be held in Washington, D.C. Fee: \$450 (member agency); \$500 (nonmember agency).

8-11. Police Community Relations. Presented by the International Association of Chiefs of Police. To be held in Columbus, Ohio. Fee: \$375 (member agency); \$425 (nonmember agency).

8-11. Special Problems in Traffic Accident Reconstruction. Presented by the Institute of Police Technology & Management. Fee: \$295.

9-11. Report Writing, Interview Documentation Skills. Presented by the Peregrine Institute of Security. To be held in New York.

13-17. National Conference on Serial Murders, Unidentified Bodies and Missing Persons. Co-sponsored by the Oklahoma Bureau of Investigation, the Tulsa County Sheriff's Office, the Oklahoma City Police Department, ROCIC, MOCIC, MAGLOCLEN, RMIN and NESPIN. To be held in Oklahoma City, Okla. Attendance restricted to law enforcement personnel and limited to first 500 attendees. Registration fee: \$100 for the first officer per agency; \$50 for the second officer. To register, write or call: ROCIC, 2 International Plaza, Suite 901, Nashville, TN 37217. (615) 388-1197.

14-16. Win Seminar. Presented by Calibre Press. To be held in Valley Forge, Pa. Fee: \$75 (officers); \$80 (spouses).

14-16. Contemporary Terrorism. Presented by Richard W. Kobeta & Associates Ltd. To be held in Las Vegas, Nev. Fee: \$350.

14-18. Tire Forensics for the Accident Investigator. Presented by the Institute of Police Technology & Management. Fee: \$295.

14-17. Technical Countermeasures. Presented by the Peregrine Institute of Security. To be held in New York.

14-16. Executive Development. Presented by the International Association of Chiefs of Police. To be held in San Antonio, Tex.

Fee: \$425 (member agency); \$475 (nonmember agency).

14-18. Video Operations. Presented by the National Intelligence Academy. Fee: \$650.

14-18. Crisis Intervention. Presented by the Florida Institute for Law Enforcement. To be held in St. Petersburg. Fee: \$200.

14-18. Photography in Traffic Accident Investigation. Presented by the Institute of Police Technology & Management. Fee: \$325.

14-18. Advanced Physical Security — Alarms & Electronic Security. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$325.

14-18. Automated Crime Analysis. Presented by the Institute of Police Technology & Management. Fee: \$475.

14-25. First Line Supervision & Management. Presented by the Milwaukee Area Technical College. To be held in Oak Creek, Wis. Fee: \$47.50.

15-18. Missing Children. Presented by the Criminal Justice Training & Education Center. To be held in Toledo, Ohio. Fee: \$85.

15-16. Managing the Property and Evidence Function. Presented by the International Association of Chiefs of Police. To be held in Charleston, S.C. Fee: \$375 (member agency); \$425 (nonmember agency).

15-16. Managing the Property & Evidence Function. Presented by the International Association of Chiefs of Police. To be held in Charleston, S.C. Fee: \$375 (member agency); \$425 (nonmember agency).

15-17. Physical Security: Condos, Hotels, Offices & Resorts. Presented by Richard W. Kobeta & Associates Ltd. To be held in Las Vegas. Fee: \$350.

16-18. Third International Conference on Assessment Centers for Police, Corrections & Fire Services. Co-sponsored by the Dade-Miami Criminal Justice Assessment Center, the University of Miami and Assessment Designs International. To be held in Miami, Fla. Fee: \$250.

9-20. Win Seminar. Presented by Calibre Press. To be held in Dallas. Fee: \$75 (officers); \$80 (spouses).

21-23. Control Center Operations. Presented by the Peregrine Institute of Security. To be held in New York.

21-23. Public Records. Presented by the Florida Institute for Law Enforcement. To be held in St. Petersburg, Fla. Fee: \$200.

21-23. Prevention of Spouse Abuse. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$250.

21-26. Managing the DWI Program. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$325.

21-25. Police Executive Development. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$325.

21-May 2. Advanced Tactical Survival. Presented by the Institute of Police Technology & Management. Fee: \$475. 21-May 2. At-Scene Accident Investigation. Presented by the Traffic Institute. Fee: \$550.

21-May 2. Advanced Traffic Accident Investigation. Presented by the Institute of Police Technology & Management. Fee: \$475.

21-May 9. Command Training Program. Presented by the New England Institute of Law Enforcement Management. To be held in Wellesley, Mass.

22-23. Investigation of Missing & Exploited Children Cases. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex. Fee: \$110.

22-24. Arson Investigation. Presented by the Milwaukee Area Technical College. To be held in Oak Creek, Wis. Fee: \$15.85.

22-24. Special Weapons & Tactics. Presented by the International Association of Chiefs of Police. To be held in Washington, D.C. Fee: \$375 (member agency); \$425 (nonmember agency).

Directory of Training Sources Listed

American Jail Association, c/o Beth Love, AJA Project Coordinator, Contact Center Inc., P.O. Box 61828, Lincoln, NE 68601. (402) 464-0604.

ANACAPA Sciences Inc., Law Enforcement Programs, Drawer Q, Santa Barbara, CA 93102.

Broward County Criminal Justice Institute, Broward Community College, 3501 S.W. Devle Road, Ft. Lauderdale, FL 33314. (305) 475-6790.

Calibre Press, 686 Dundee Rd., Suite 1607, Northbrook, IL 60062

Center for Criminal Justice, Case Western Reserve University, Cleveland, OH 44106. (216) 368-3306.

Criminal Justice Center, John Jay College of Criminal Justice, 444 West 58th Street, New York, NY 10019. (212) 247-1600

Criminal Justice Training Center, Modesto Junior College, 2201 Blue Oum Avenue, P.O. Box 4065, Modesto, CA 95362. (209) 575-6467.

Criminal Justice Training and Education Center, Attn: Ms. Joanne L. Klein, 945 S. Detroit Avenue, Toledo, OH 43614. (419) 382-5685.

Dade-Miami Criminal Justice Assessment Center, Attn: Dr. Arthur L. Benton, 11380 N.W. 27th Avenue, Miami, FL 33167. (305) 347-1476.

Delinquency Control Institute, Tyler Building, 3601 South Flower Street, Los Angeles, CA 90007.

Florida Institute for Law Enforcement, St. Petersburg Junior College, P.O. Box 13489, St. Petersburg, FL 33733.

Georgia Police Academy, 959 E. Con-

lerate Ave., P.O. Box 1458, Atlanta, GA 30371. Tel: (404) 656-6105.

Hocking Technical College, Special Events Office, Nalaeonville, OH 45764. (614) 753-3591, ext. 319.

Institute of Police Technology and Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32218

Institute of Public Service, Brenau Professional College, Gainesville, GA 30501-3697.

International Association of Chiefs of Police, 13 Firstfield Road, Geithersburg, MD 20878. (301) 948-0922.

International Association for Hospital Security, P.O. Box 637, Lombard, IL 60148. (312) 953-0990.

International Association of Women Police, c/o Sgt. Shirley Warner, Anchorage Police Department, 822 C Street, Anchorage, AK 99501. (907) 264-4193.

Kent State Police Training Academy, Stockdale Safety Building, Kent, OH 44242. (216) 872-3070.

Jerome Leavitt Inc., 5402 East Ninth Street, Tucson, AZ 85711-3115.

Milwaukee Area Technical College, 1016 North Sixth Street, Milwaukee, Wis. 53203.

Narcotic Enforcement Officers Association, P.O. Box 999, Darien, CT 06820. (203) 855-2906.

National Alliance for Safe Schools, 501 North Interregional, Austin, TX 78702. (612) 396-6886.

National Association of Fire Investigators, 53 West Jackson Blvd., Chicago, IL 60604. (312) 939-8050.

National Association of Police Planners, c/o Ms. Lillian Taylor, Portsmouth Police Department, 711 Crawford Street, Portsmouth, VA 23704. (804) 393-8259.

National College of Juvenile Justice, P.O. Box 6970, Reno, NV 89607. (702) 784-6012.

National Council of Juvenile and Family Court Judges, P.O. Box 6970, Reno, NV 89607.

National Crime Prevention Institute, School of Justice Administration, University of Louisville, Louisville, KY 40292.

National Intelligence Academy, Attn: David D. Barrett, 1300 Northwest 62nd Street, Ft. Lauderdale, FL 33309. Telephone: (305) 776-5600.

National Police Institute, 406 Humphreys Building, Central Missouri State University, Warrensburg, MO 64093-6119.

New England Institute of Law Enforcement Management, Babson College, Drawer E, Babson Park, MA 02187.

Pennsylvania State University, McKeesport Campus, Continuing Education Department, University Drive, McKeesport, PA 15132. (412) 678-9501.

Pennsylvania State University, S-159 Human Development Bldg., University Park, PA 16802

Peregrine Institute of Security, 86

Vestry Street, New York, NY 10013. (212) 431-1016.

Police Executive Development Institute (POLEX), The Pennsylvania State University, S159 Human Development Building, University Park, PA 16802. (614) 863-0262.

Professional Police Services Inc., P.O. Box 10902, St. Paul, MN 55110. (612) 464-1080.

Richard W. Kobeta and Associates, North Mountain Pines Training Center, Arcadia Manor, Route Two, Box 100, Berryville, VA 22611. (703) 955-1128 (24-hour desk).

Sam Houston State University, Criminal Justice Center Police Academy, Box 2296, Huntsville, TX 77341.

Seibels Finger Print Laboratories, Criminalistics Training Center, 114 Triangle Drive, P.O. Box 30578, Raleigh, NC 27622.

Southern Police Institute, Attn: Ms. Shirley Beck, University of Louisville, Louisville, KY 40292. (502) 586-6581.

Southwestern Law Enforcement Institute, P.O. Box 707, Richardson, TX 75080. (214) 690-2370.

Traffic Institute, 555 Clark Street, P.O. Box 1409, Evanston, IL 60204

University of Delaware, Division of Continuing Education, 2600 Pennsylvania Avenue, Wilmington, DE 19806. (302) 738-8165

Western Society of Criminology, c/o Joyce McAlexander, School of Public Administration, Criminal Justice Program, San Diego State University, San Diego, CA 92162. (619) 265-8224.

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Taming the deficit monster:

The Gramm-Rudman law takes aim at the U.S. budget deficit, but its provisions may prove to be tough medicine to swallow for criminal justice agencies nationwide. **See stories, Page 1.**

